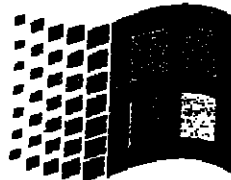
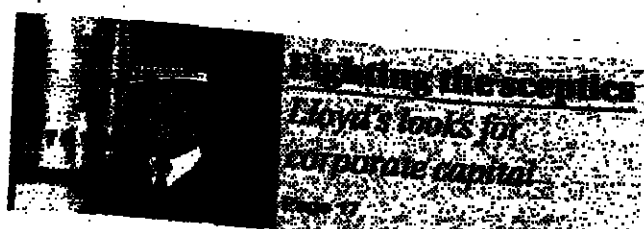


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Young pretender
Microsoft
changes tack
Page 30



Talent for survival
Brazilian steel
back in profit
Page 14



TOMORROW'S
Weekend FT
Should the BBC
be privatised?

FINANCIAL TIMES

Europe's Business Newspaper

FRIDAY NOV 19

Superdrug may appeal to Brussels on perfume supply

UK discount drugstore chain Superdrug threatened to take its campaign to sell cut-price fragrances to Brussels, after UK competition authorities rejected the company's complaint that perfume manufacturers were unfairly refusing to supply it. A Monopolies and Mergers Commission report said that although a "complex monopoly" existed among the perfume houses, it did not operate against the public interest. Page 16; A sweet victory, Page 15; Editorial Comment, Page 15

Rouble zone crisis: The collapse of the rouble zone could save Russia more than \$15bn a year but push many other ex-Soviet republics deeper into economic crisis - possibly provoking political unrest - the IMF and World Bank said. Page 16; EU boost for Yeltsin, Page 2

Volvo holds rights issue talks: Volvo, the Swedish motor group, is sounding out shareholders over a big rights issue in case merger plans with France's Renault collapse. Page 17

Sinn Féin president refused entry to US: President Bill Clinton has barred the latest attempt by Sinn Féin president Gerry Adams to enter the US on the grounds of his alleged involvement with the IRA. The White House confirmed the decision even though Mr Adams' declared reason for the trip was to explain a peace initiative with SDLP leader John Hume. Page 8

Opinion swings behind Maastricht: A poll has found a rise in support for the North American Free Trade Agreement, boosting hopes of supporters before Wednesday's Congress vote. Page 4

Royal Dutch/Shell rises 8%: Anglo-Dutch oil group Royal Dutch/Shell reported profits up 8 per cent to \$661m for the third quarter in a performance marred by higher restructuring costs in its troubled chemical division. Page 17

Call for EU innovations: Executives from leading European industrial groups called for more co-operation between governments, the European Commission, scientists and industry to fight technological competition from Japan and the US. Page 2

Polly Peck man questioned: Michael Jordan, administrator to collapsed Polly Peck International was questioned at the Bournemouth prosecutor's office over allegations of bribery made by PPT's former chairman Asif Nadir. Page 7

French road crash kills 15: A committee of inquiry is to investigate an accident on the Paris-to-Bordeaux motorway in which at least 15 people were burnt to death and 47 injured when a French tanker caught fire, engulfing dozens of cars in flames. Picture, Page 3

Protest at 'super' voting rights: Australian fund managers supported the principle of one-share one-vote in a debate provoked by Rupert Murdoch's desire to introduce "super shares", with multiple voting rights, at News Corporation. Page 17

UN toughens Libyan sanctions: The UN Security Council imposed new sanctions against Libya for refusing to surrender two suspects accused of the 1988 bombing of a Pan Am airliner over Lockerbie, Scotland.

Argentina to sign nuclear treaty: Argentina's congress ratified the 1967 Tlatelolco Treaty banning nuclear weapons from Latin America. Page 5; Benefits of deregulation, Page 6

China debates austerity: China's debate over curbs on an overheating economy surfaced in the official press with a defence of the austerity-reform programme by a deputy governor of the People's Bank. Page 6

Pink Snow

This Saturday, the FT publishes its 1994 guide to the world's top skiing resorts. This 20-page supplement also includes a unique FT ranking of tour operators, what to wear on the slopes, best buys in boots and skis, and FT readers' own skiing stories

Japanese magnate held in corruption probe

By Robert Thomson in Tokyo

MR RYOEI SAITO, the magnate who led Japan's charge into world art markets and jokingly said that he wanted to be buried with his Van Gogh and his Renoir, was kept less salubrious company last night after his arrest as part of a crackdown on political corruption.

The arrest of Mr Saito, 77, honorary chairman of Daishowa Paper, the country's second largest paper manufacturer, follows allegations that he authorised a ¥100m (\$834,000) payment

to a provincial governor who approved the development of a Daishowa-linked golf course and housing complex.

During 1990, Mr Saito boosted art prices by paying \$160.6m for a Renoir café scene and Van Gogh's Portrait of Dr Gachet. He then bought a version of Rodin's "The Thinker" statue for ¥1.5bn.

His family has links far beyond the paper industry. His brother Shigeyoshi, former governor of Shizuoka, south of Tokyo, is married to a Toyota, of Toyota Motor fame, while a son, Toshit-

sugu, is an MP for the opposition Liberal Democratic party. But Ryoei Saito is lord of the clan, and his detention, along with that of Daishowa's vice-chairman, Mr Taira Kiyosawa, raises doubt about the future of the company and has stirred fears over who will be the next to fall in the public prosecutors' drive against corruption.

Up to now, executives at five large construction companies have been arrested, along with a few local politicians. Mr Ichiro Ozawa, the former LDP powerbroker at the centre of the gov-

erning coalition, is under pressure to give evidence in parliament about a ¥5m donation from a contractor.

The allegations against Mr Saito involve ¥100m paid to Mr Shuntaro Honma, the former governor of Miyagi, north of Tokyo, who said in 1991 that exceptions should be made to planning regulations which had blocked the construction of the Natori Greenport golf course and housing complex.

Mr Saito has come back from the brink in the past, having been forced to relinquish control of his company in

1982 to Sumitomo Bank, after accumulating an unsustainable ¥500bn in debt. Four years later, Mr Saito, bitter that the restructuring included the sale of cherished paintings, severed links with Sumitomo and returned to the helm.

He has insisted that recent art acquisitions will not be sold, even though Daishowa is again being restructured. The company's health has been undermined by Mr Saito's ambitious expansion of paper production capacity and by the diversification into golf course development.

Moody's debt rating review

Crisis at Euro Disney deepens as shares slide

By John Riddling in Paris, Martin Dickson in New York and Our Financial Staff in London

SHARES IN Euro Disney plunged further yesterday, losing more than 15 per cent of their value on the London stock market as investors displayed increasing anxiety about the crisis at the theme-park operator.

Yesterday's falls followed a similar decline on Wednesday when the company announced it had lost FF15.3bn (\$210m) in its first full year of operation.

The losses, largely the result of exceptional charges, raised fears that the EuroDisneyland theme park in the eastern outskirts of Paris would be unable to survive without a refinancing deal with its shareholders and banks.

The continued decline in the share price, which closed yesterday at 368p down 68p, will complicate plans for a rights issue, seen as one of the most plausible options in a capital restructuring.

"At the current share price they would need something like a one-for-one issue to raise the necessary funds," said Mrs Rebecca Waddington-Ingram, hotels and leisure analyst at Morgan Stanley.

Moody's Investors Service, the credit information agency, announced it had placed the long-term debt ratings of Walt Disney, the US entertainment group which owns 49 per cent of the European leisure company,

under review for a possible downgrade. It said this was prompted by concern that the acceleration of losses at Euro Disney could result in deterioration of debt protection measurements for Walt Disney bondholders.

Moody's currently rates Disney's senior unsecured notes at Aa3.

Moody's said Walt Disney might inject significant extra funds into Euro Disney to preserve its image and trademark, which could result in an increase in the company's risk profile.

Financial restructuring plans are starting to be negotiated between Euro Disney, its bankers, and Walt Disney. The talks are likely to turn into a test of nerve as Euro Disney's bankers press Walt Disney to inject fresh capital into Euro Disney in return for subscribing to a share issue or renegotiating the terms of their loans.

About 60 banks are owed some FF2.1bn by Euro Disney. The biggest lenders are French, including the Caisse des Dépôts, the state investment institution, Banque Nationale de Paris and Banque Indosuez.

Also involved in arranging EuroDisney's syndicated loans are Citibank, Deutsche Bank, JP Morgan and LCB of Japan.

Three UK banks, National West-

Continued on Page 16

Walt Disney's historical

vision, Page 19

London stocks, Page 27



Bill Clinton, battling to secure enough votes for passage of the North American Free Trade Agreement, walks to a press conference in the White House. Mr Clinton is thought to be about 20 votes short of a majority in next week's vote Clinton bars Adams, Page 8 Picture AP

Kohl stands firm on European unity

By Quentin Peel in Bonn

CHANCELLOR Helmut Kohl restated yesterday his commitment to the goal of European unity, and rejected any revival of nationalism in Germany.

His speech to the German parliament was an unequivocal rebuke to Mr Edmund Stoiber, the Bavarian prime minister and his political ally.

In an effort to stem popular scepticism about European integration, he said: "For Germany, there is no alternative to European unity. Securing and continuing the task of European unification concerns the very fate of this continent, but above all of our country."

He warned that if the European Union became no more than a "glorified free trade zone" as Lady Thatcher, the former British prime minister, wanted it to be, "it will not last long into the

next century." It was essential to complete the political underpinning of the union, if the "evil spirits of the past" were to be kept under control.

His words won support from a great majority of the Bundestag, in a hastily arranged debate on the future of Europe and the outcome of the last European summit.

Yet Mr Stoiber, the political strongman of the conservative, Bavaria-based Christian Social Union, the sister party of Mr Kohl's Christian Democratic Union in the ruling coalition, sat unrepentant.

Even before yesterday's debate, Mr Rudolf Scharping, the leader of the SPD, had pledged his support for Mr Kohl's European commitment, in a remarkable demonstration of cross-party solidarity.

Steelmakers outraged, Page 3

Tunnel link faces delay over plans for private involvement

By Charles Batchelor and Roland Rudd in London

THE £2.6bn Channel tunnel rail link is to suffer a further delay as a result of the UK's public spending squeeze and a decision announced yesterday to involve private sector companies from the outset.

Mr John MacGregor, transport secretary, announced plans to bring the private sector into the project before legislation goes through parliament despite fears that this would delay completion of the link until at least 2002.

The decision to involve private sector companies at a very early stage will allow them to influence the design of the project. But it goes against advice from Union Railways, the company which has been developing the link, which wanted the political uncertainties out of the way before involving the private sector.

Trafalgar House, the construction group, said it welcomed the chance to become involved in the project at an early stage.

although the way in which risk was shared between the public and private sectors would determine private sector interest.

The company has revived its Eurotunnel subsidiary, a joint venture with BICC and General Electric Company, to look at this and other rail projects.

In an attempt to improve the appeal of the project, the government said it would include European Passenger Services, the international trains between London Waterloo, Paris and Brussels, in the project. This would give it a stream of revenue during construction.

Companies which want to join a consortium to build the link will be invited in January to pre-qualify, and the tender documents will be sent out in the spring. Hill Samuel, the merchant bank which is advising the government, had met "a great deal of interest," Mr MacGregor said.

The timetable announced by Mr MacGregor yesterday indicates a further slippage in the

legislative and construction programme. A final decision on the route will not be taken until early next year - December had earlier been suggested as the deadline - and work preparing a hybrid bill will take at least until the autumn of 1994 and possibly into 1995.

Getting the bill through parliament is expected to take 18 months and construction work is then expected to take another five years, suggesting 2002 as the earliest date for the opening.

Private companies will be asked to bid for the amount of government money they require, although the government is limited by the Channel tunnel legislation to helping to finance parts of the project which contribute to domestic rail services.

Mr John Noulton, public affairs director for Eurotunnel, said: "There is a very disappointing lack of urgency in getting legislation in place to authorise the rail link."

"Mr Levi, I am afraid that we will not be investing in your little blue jeans business. We cannot believe that anyone is going to follow a trend set by a bunch of cowboys."

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NEWS: EUROPE

Pöhl breaks silence about Maastricht

EU provides Yeltsin with pre-poll boost

By David Marsh, European Editor

MR Karl Otto Pöhl, who resigned after 11 years as president of the German Bundesbank two years ago, has broken his silence and has spoken out about "defects" in the Maastricht treaty on European union.

In two lectures this week at the London School of Economics, the man who was once Europe's best known central banker and is now part-time chairman of the well-capitalised Cologne-based Sal Oppenheim private bank.

Left a 500-strong audience in no doubt of his scepticism about the likely impact of the European Monetary Institute. The EMI is being set up in Frankfurt next year to supervise the next stage of the planned move to European economic and monetary union (EMU).

He risked inflaming old wounds with Chancellor Helmut Kohl, with whom relations have soured because of Mr Pöhl's criticism in 1990-91 of the financing of German reunification.

Mr Pöhl said mistakes over introducing the D-Mark into eastern Germany were partly

to blame for German budgetary imbalances which have caused the Bundesbank to maintain tight money. This had worsened the European recession, and made EMU prospects "much less favourable".

Mr Pöhl referred defiantly to his celebrated remarks in March 1991 that the aftermath of German monetary union had been "a disaster". The controversy stirred by these comments helped lead to his resignation, and rankles still with Mr Kohl. "The Chancellor did not like the remark. But it was not wrong," Mr Pöhl said.

Although he took care not to criticise directly Mr Kohl or the present Bundesbank leadership, Mr Pöhl took issue with the central bank's reliance on monetary targets to guide interest rate policy. "Money supply figures should be used with caution," he said.

On the next stage of EMU, Mr Pöhl damped some European politicians' hopes that the EMI would have a role in monetary decision-making. "You must always be aware that the EMI will have no decision-making powers. This is something the Bundesbank will always insist on. The Bundesbank is not ready to share responsibility with this new institution."

Trying to sound diplomatic, he added: "The creation of the EMI in Frankfurt might appear a rather academic event without much practical relevance. I wouldn't say that. It could be useful in some respects to continue the work of the European committee of central bank governors to develop tools for a common monetary policy. But this could also be carried out by the governors' committee."

Mr Pöhl said the main issue facing Europe was combating unemployment and opening the west to the former eastern bloc. "We can't solve these problems by establishing a monetary institution in Frankfurt."

Because of "hidden unemployment", he said the true figure for unemployment in Germany was between 5m and 6m compared with the official total of 3.5m. "It's the same problem in Spain or France."

Mr Pöhl said the Maastricht treaty dealt more with the past than the future. "I'm not sure whether a treaty which seeks to establish monetary and political union in the west is the right answer to those countries [in central and eastern Europe] who say they are also part of the European community and European culture."

By John Lloyd in Moscow

THE European Union is to provide a showcase for President Boris Yeltsin of Russia in Brussels next month on the eve of the European summit - and of his own parliamentary elections.

Mr Jean-Luc Dehaene, the Belgian prime minister and holder of the EU presidency, said last night after meeting Mr Yeltsin in Moscow that he had invited the Russian leader to Brussels on December 9 to sign a declaration of intent preparatory to a signing of the Treaty of Partnership between the EU and Russia, which for technical reasons cannot be signed until the end of December.

The European summit is on December 10 and 11, and the Russian elections are on December 12.

Mr Alexander Shokhin, the Russian deputy premier who has, with Sir Leon Brittan, the Brussels trade commissioner, thrashed through the agreement which was finally approved in principle earlier this week by EC foreign minis-

ters, said that all matters of principle had been settled and all main compromises made. "It now only remains to put these principles into a detailed language," he said.

The Partnership Treaty should usher in a closer political and economic dialogue between the EU and Russia.

Mr Dehaene said that Russian exports to the EU countries were eight times more than to Japan, and 27 times more than to the US, while the member countries contribute 65 per cent of the assistance to Russia. He said that yesterday's visit by himself and Mr Jacques Delors, the Commission president, was the beginning of a series of meetings which would put the dialogue between Russia and the EU on the same footing as between the EU and the US and Japan.

Mr Willy Claes, the Belgian foreign minister, said that they had no doubt that the elections in Russia - to which the EU would send a number of observers - would be free and democratic, and mark a "historic turning point" for the Russian people.



Captured Bosnian Muslim troops being guarded by Serb soldiers north of Sarajevo yesterday

Sarajevo evacuations resume

By Laura Silber in Belgrade

SERB forces yesterday released two Bosnian government bodyguards, who were abducted from a UN armoured car, prompting Sarajevo authorities to resume the evacuation of Serb civilians from the besieged capital.

UN officials said the two guards from the Bosnian Interior Ministry, who had been escorting the Roman Catholic Archbishop of Sarajevo but were seized by Serb gunmen and held for

three days, were handed over to UN mediators at Lukavica, the Serbian garrison on the outskirts of Sarajevo.

But while Serb commanders appeared to ease in to UN pressure to free the two men, UN officials yesterday said they continued to block the passage of humanitarian aid to Muslim enclaves designated as UN "safe areas".

Belgrade economists say inflation is running at 0.5 per cent an hour, spurring claims by the government of brighter economic prospects.

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higher level, so will your ability to make new customers, build your relationships with them, and generate revenue.

How to begin? The perfect starting place is our CUSTOMERIZESM assessment. Experienced Unisys business consultants will team with you to evaluate the information flow between you and your customers, identify any barriers to communication, and design technology solutions tied to achievable business goals. We'll commit

ARE YOU CUSTOMERIZED?

1. Do you have as many customers as you want?

☐ Yes ☐ No

Can a bottom line be too healthy? Of course not. And neither can a growth-oriented company have too many customers. They're the engine that generates revenue.

2. Are your customers as loyal as you want?

☐ Yes ☐ No

It's one thing to gain customers. It's another to keep them. The strength of your business depends largely upon your ability to sustain a relationship with customers.

3. Do you generate as much business from each customer as you want?

☐ Yes ☐ No

A critical component of business growth is increased sales content. To maximize each business opportunity, you need a way to leverage your entire organization - so bring it totally to bear at the point of customer contact.

4. Do you really know what your customers want?

☐ Yes ☐ No

Are you alert to every product your customers could use? Every service that might interest them? Every transaction they're prepared to make? Every sale they'll allow you to follow through? Are you thoroughly plugged into your market?

5. Does your entire organization know what your customers want?

☐ Yes ☐ No

A customer orientation has limited value unless it's embedded in the very heart of an enterprise - at all levels, and at every place that directly or indirectly involves the customer.

6. Is your information strategy focused on helping you hear what customers and markets are trying to tell you?

☐ Yes ☐ No

The next best thing to reading your customers' minds is listening to what they're saying. But unless you're constantly tuned in to customers' signals, you're missing messages that could guide you to greater results for your business.

7. Can your organization respond quickly to what customers and markets are telling you?

☐ Yes ☐ No

When the flow lines of your information system are not within your customers' reach, you won't always sense when opportunity knocks. But even if you do, getting the message is not enough. If you can't reply rapidly to market signals with information, products and services, revenue opportunities are lost.

8. Does your information strategy enable the proactive delivery of information to your customers?

☐ Yes ☐ No

Many business plans underestimate the power of information to build customer relationships. But imagine the advantage of an information technology strategy that transforms information into customer-generating, revenue-generating fuel.

9. Are the full capabilities of your organization accessible to your customers at all your field locations?

☐ Yes ☐ No

An office. A branch. A retail site. To a customer, that's your company. One small part of the whole. Which is why you need to leverage your entire organization by extending its capabilities to each point of customer contact.

10. Does your information strategy reflect the bottom-line impact of customer service?

☐ Yes ☐ No

Business is built on customers. Without them, there is no bottom line. Government is also built on customers, the public. And whether you're in the business of commerce or the business of government, no objective of an information strategy is more fundamental than enhanced customer service.

The Bottom Line. If you answered No to any of these questions, you're not yet customized. But you might well agree that this simple test suggests the enormous advantages of becoming customer-focused. And as the leader in customizing business and government, Unisys will work with you to provide the answers you need.

to adopting a vendor-independent approach to the assignment. And we'll apply our industry-

leading expertise at ensuring that an information strategy pays off, not merely shows off.

For more information, fax Graham Roberts on (44) 895 862807. Ask for our CUSTOMERIZESM assessment and discover how we can help your organisation earn high marks in an increasingly customer-driven era.

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Czech inflation near 20%

CZECH consumer prices rose by 1.1 per cent in October bringing the year-on-year inflation rate to 19.9 per cent since October 1992, the Czech Statistical Office reported yesterday, writes Patrick Blum in

Vienna. The strongest increases were recorded for communications and food products. Analysts expect inflation for the whole of 1993 to overshoot the government's 15-17 per cent target.

UK bucks trend of plunging sales of new cars

By Kevin Done, Motor Industry Correspondent

WEST European new car sales fell by an estimated 15.1 per cent in October to 802,000.

Demand has dropped sharply for 10 months in succession, as the European motor industry suffers its steepest sales decline of the post-war period. New car sales in the first 10 months of the year declined by 15.3 per cent to 9.8m, according to industry estimates, with 1.76m fewer cars sold so far this year than in the corresponding period of 1992.

Much of the industry is operating at a loss as carmakers take drastic action to reduce production and cut jobs. New car sales in October were lower than a year ago in 13 of 17 markets across western Europe, with demand growing only in the UK and in Scandinavia.

In the first 10 months of the year sales were lower than a year ago in 15 of 17 markets across western Europe, with demand growing only in the UK and marginally in Norway. There was little sign of a recession easing in any of the large volume markets with the exception of the UK.

New car sales in Germany fell by an estimated 18.7 per cent in October compared with the decline of 18.6 per cent in

the first 10 months. In Italy sales fell by 13.7 per cent in October compared with a decline of 22.1 per cent in the first 10 months of the year, while in Spain a decline of 22.8 per cent in October compared with a drop of 25.1 per cent in the first 10 months. The pace of decline in France was little changed, with a drop of 17.5 per cent year-on-year. In October and of 17.3 per cent in the first 10 months.

The UK remains the only significant market in west Europe, where new car sales are rising - albeit from a depressed level - with an increase year-on-year of 15.5 per cent in October and of 12.1 per cent in the first 10 months. Sales in the UK are being boosted by the most aggressive marketing campaigns ever mounted, as carmakers seek to gain a larger share of the only growth market.

Among the volume carmakers, the Volkswagen group of Germany and the Fiat group of Italy have lost most ground this year, with sales plunging by around 21 per cent in the first 10 months.

Rover group, the vehicles subsidiary of British Aerospace, is the only significant carmaker in Europe to have increased its sales volume. It has been helped mainly by the increase in the UK market.

WEST EUROPEAN NEW CAR REGISTRATIONS

	Volume (Units)	Volume Change (%)	Share (%) Jan-Oct 93	Share (%) Jan-Oct 92
TOTAL MARKET	9,796,000	-15.3	100.0	100.0
MANUFACTURERS:				
Volkswagen group	1,800,000	-20.8	18.6	17.4
- Volkswagen	1,059,000	-20.5	10.8	11.5
- Audi	271,000	-24.9	2.8	3.1
- Seat	228,000	-19.2	2.3	2.4
- Skoda	44,000	-4.0	0.4	0.4
General Motors	1,280,000	-11.9	13.0	12.4
- Opel/Vauxhall	1,222,000	-10.9	12.5	11.9
- Saab	58,000	-32.1	0.5	0.4
PSA Peugeot Citroen	1,185,000	-14.8	12.2	12.1
- Peugeot	723,000	-14.7	7.4	7.3
- Citroen	470,000	-14.4	4.8	4.8
Renault-Nissan	1,172,000	-18.7	12.0	12.2
- Renault	1,029,000	-18.5	10.5	10.5
- Volvo	143,000	-16.9	1.5	1.5
Ford	1,146,000	-14.0	11.7	11.5
- Ford Europe	1,136,000	-14.0	11.6	11.4
- Jaguar	10,000	-0.1	0.1	0.1
Fiat group	1,080,000	-21.5	11.1	10.8
- Fiat	816,000	-20.7	8.3	8.5
- Lancia	156,000	-22.6	1.6	1.7
- Alfa Romeo	108,000	-28.0	1.1	1.5
Nissan	348,000	-3.8	3.5	3.2
BMW	316,000	-17.5	3.2	3.5
Rover	308,000	-12.5	3.1	2.9
Mercedes-Benz	291,000	-17.1	3.0	3.0
Toyota	275,000	-5.0	2.8	2.8
Mazda	171,000	-27.4	1.7	2.0
Honda	139,000	-10.4	1.4	1.2
Subaru	123,000	-12.7	1.2	1.2
Total Japanese	1,208,000	-12.0	12.3	11.9
MARKETS:				
Germany	2,727,000	-18.6	27.6	28.0
Italy	1,610,000	-22.1	16.4	17.9
United Kingdom	1,577,000	-12.1	16.1	12.2
France	1,418,000	-17.3	14.4	14.8
Spain	820,000	-25.1	8.3	7.2

Year total 31 per cent and management control or share. Registrations are reported from 10 and sold in western Europe. *Oct total 80 per cent and management control of New Automobile. **Renault and Volvo plan merger in January 1994. Figures based through industry cross-checking. **Oct total 80 per cent and management control of New Automobile. **Oct total 80 per cent and management control of New Automobile. **Oct total 80 per cent and management control of New Automobile.

Source: industry estimates

Olivetti chief freed from house arrest

Party figure declines \$11m rap

By Robert Graham

MR Carlo De Benedetti, head of Olivetti, was yesterday freed from house arrest imposed by Rome magistrates last week following investigations into alleged corruption on postal contracts.

Immediately the news was conveyed to Mr De Benedetti in his Milan apartment, he decided to attend a meeting of Confindustria, the Italian industrialists' confederation, in Rome. The move appeared a determined attempt to demonstrate that his problems with the judiciary had not affected his position as a leading industrial figure.

Last week Rome magistrates created a sensation by insisting on Mr De Benedetti's formal arrest and brief entry into prison before being interrogated for allegedly paying £10bn (\$6.25bn) to obtain post office contracts for Olivetti teleprinters and telex machines.

In another development yesterday, Rome magistrates examining alleged corruption in the allocation of television channels announced that Mr Adriano Galliani, a board member of media magnate Silvio Berlusconi's Fininvest, was under investigation. Mr Galliani, also a director of Milan football club, denied any wrongdoing.

By Robert Graham in Rome

A LEADING Christian Democrat implicated in Italy's corruption scandals is refusing to accept financial responsibility for funds collected illicitly on behalf of the party.

The case is being watched closely by others accused of raising large sums through bribes and undeclared contributions to fund party activities.

The outcome will determine whether individuals or parties are liable to repay illegally collected funds.

Mr Maurizio Prada, long-time administrator for the Christian Democrats in Milan, is being asked by magistrates to hand back £16.9bn (\$10.6bn) which he admits illicitly collecting from local businessmen.

Mr Prada was arrested last year and has accepted the legal consequences for his actions, but is refusing to accept financial liability. He has threatened to sue the Christian Democrats if they fail to return the funds he collected for the party.

He has detailed six sums of money, from £940m to £5.3bn, which he collected between 1984 and 1989 on behalf of the Milan party, the regional

office or the national Christian Democrat treasury. He further alleges the party knew that declared contributions were tiny in relation to the expense of running a large party apparatus.

The party itself, now under new administrative control, is expected to deny liability for past actions. At the same time the party's finances are so depleted it would have difficulty repaying Mr Prada.

The problems of Mr Prada pale beside those of Mr Severino Citaristi, the Christian Democrat party treasurer, who faces more than 20 charges of receiving illicit funds totalling £100bn.

In addition the treasurers of all the main parties have become caught up in the scandals. If the courts are to seek recovery of illicit funds through individuals rather than parties, the individuals in turn will probably be obliged like Mr Prada to sue the parties.

At a more general level the Prada case highlights the problem of recovering the vast amounts of money paid in bribes and commissions at the expense of the taxpayer. In most cases the bulk of such money has already been spent.

French take hammer to crack a nut

By David Buchan in Paris

THE swoop by French police on suspected Islamic fundamentalists this week was more a warning against possible future trouble than a response to any actual terrorist threat.

Mr Charles Pasqua, the interior minister who gives the Balladur government its hard-line conservative edge, told parliament that the dawn arrests on Tuesday of 88 suspected fundamentalists, mainly of Algerian origin, had uncovered "a number of arms, important sums of money and false identity papers". But the arms haul amounted to two guns and a few electronic components that allegedly could be used in bomb-making.

Most of the 88 were released as swiftly as they had been arrested. By yesterday, police held only three men, had confined six others to their homes

and had returned one imam (Muslim priest) to Turkey for recently telling Le Figaro newspaper that Islamic law should take precedence over that of France.

Police did find quantities of tracts sympathetic to the Islamic Salvation Front (FIS) banned in Algeria. More sinister was the apparent discovery of a copy of the same message warning French expatriates to leave Algeria which was given to three kidnapped French consular officials on their recent release by an FIS sister organisation, and a note of the London telex number through which responsibility was claimed for the killing of two French geologists in Algeria.

But the evidence is that the French government was more interested in scaring the handful of FIS activists in France, than scared by them. Paris does not seem to have been

pushed into overt action by Algeria; the Algerian government was apparently quite happy with the close but passive French police surveillance of suspected FIS members over the past months.

The French authorities are very nervous at any signs of fundamentalism spreading among France's 3m Moslems, the country's second largest religious group, way ahead of Protestants or Jews. France weathered the 1981 Gulf war, with its large population of Maghreb origin showing none of the objection to French involvement which was displayed back in north Africa.

But there are home-grown reasons for the spread of Moslem fundamentalism in France, particularly in deprived, drug-ridden suburbs where unemployed young "Beurs" (as French-born Arabs are known) often find solace in Islam. In

such areas traditional social and political forces like the Catholic church and the Communist party are giving way to imams and mosques. France has some 100 mosques capable of taking more than 100 worshippers, but a far larger number - an estimated 900 - which are simply converted suburban basements or flats.

Yet, there are very few home-trained imams - only 4 per cent of the 500 in France, according to one estimate. At the recent opening of a Moslem seminary, Mr Pasqua himself said he hoped more imams would be trained in France. In the town of Nantua in south-east France from which the Turkish imam was expelled this week, two Turkish and two Moroccan girls have been suspended from their school for wearing "chadors" or head scarves. Such girls face a cruel dilemma: ostracism at school if

they wear scarves, or ostracism at home if they do not.

Serious though these long-term integration problems are, the French government faces a more immediate diplomatic challenge with Algeria itself. Paris has found itself pushed from denouncing the cancellation of elections in January 1992 to reluctantly backing the same government.

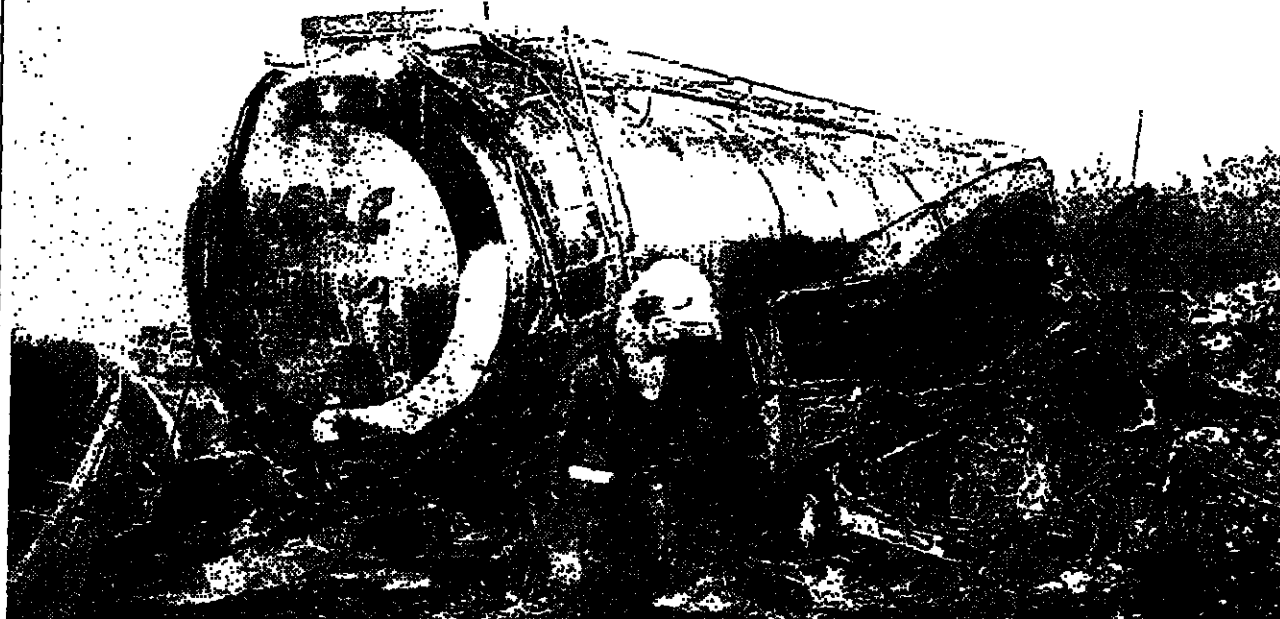
"Our interest is stability in Algeria, in democracy if possible, but not in the arrival of fundamentalists in power there," says one official. This support, bolstered by a FFfrbn (£110m) credit earlier this year, is tempered by warnings to the Algerians authorities that they must lose no more time in embarking on political and economic reform. But the longer the Algerians authorities drag their feet, the more France becomes a target of their opponents.

Investment shake-up for French TV

A reshuffle of domestic shareholdings in French television is expected to result from this week's bill allowing single investors to increase their stakes from 25 to 49 per cent in a TV station. David Buchan reports from Paris.

When TF1, France's leading TV station, was privatised, and newer private channels such as M6 and Canal Plus were set up, the 25 per cent limit was considered necessary to prevent a concentration of media power. But many large investors have complained that the limit gives them financial liability, without management control.

The bill is unlikely to change the fact that French TV is considered off limits to foreigners.



Aftermath of a petrol tanker blaze which engulfed dozens of cars in a motorway pile-up near Bordeaux on Wednesday, killing 15.

Fear defines election in Italy's steel city

Jobs are Taranto's big issue, writes Robert Graham



Municipal Elections

But the city's 250,000 inhabitants care little about the pollution. For them, the sound of the blast furnaces echoing across the harbour and the pall of foul air above their homes is a guarantee of jobs and wage packets.

Begun in 1960, the state-owned steelworks converted Taranto, in the heel of Italy, into one of the rare zones of prosperity and job security in an otherwise depressed mezzogiorno. It offset the declining fortunes of the naval dockyards, falling profits from fishing, and cuts in the defence budget, which lessened the importance of Taranto as the base for the Italian home fleet.

Now Taranto has become one of the casualties of Europe's over-production of steel.

Iva, the state steel company, is being forced to rationalise and privatise by the EU Commission in Brussels, putting a quarter of the jobs at risk perhaps even more if the Italian government fails in its efforts to implement its latest privatisation plan.

"The effect is always worse when a town is based round a mono-culture," observes Mr Francesco De Ponzio, head of the local branch of the engineering workers union. He has seen jobs at the steel complex fall from a high of 22,000 to 13,000. "The restructuring of Iva means 4,500 jobs will go over the next three years in a city which already has 25 per cent unemployment."

The issue is dominating the forthcoming municipal elections of November 21, forcing all the political parties to make brave talk of job protection and special deals on new

industries. The elections will take place in some 450 municipalities throughout Italy, involving a quarter of the electorate. At stake in Taranto is whether any party can prevent the city sinking into urban decay and the organised crime which characterises so much of southern Italy.

"Of all the municipal elections on November 21, Taranto is the only instance of all the force of the left miffing behind a single mayoral candidate," observes Mr Luciano Mineo, who is organising the campaign for the former Communist Party of the Democratic Left (PDS) in Taranto.

The coalition, dominated by the PDS, consists of the

Changes at Iva threaten 4,500 jobs, with 25% already jobless in the city

Greens, Radicals, the Democratic Alliance movement, elements of the Socialist party and Reconstructed Communism, the latter being hard-line marxists that refused to join the PDS when the Communist party broke up in 1991.

The joint left mayoral candidate is Mr Gaetano Minervini, a former magistrate without previous political affiliations, although he is believed to be close to the PDS.

Against him is Mr Alfonso Carucci, a Christian Democrat former mayor backed by Liberals, Social Democrats, Social Democrats, some Socialists and Republicans. This represents the coalition that ruled Taranto during the 1980s, but which has been riven by divisions and corruption scandals, forcing the administration to be disbanded 18 months ago.

The wild card is an unorthodox figure, Mr Giancarlo Cito,

who owns a small local television station. Promising a people's government, he enjoys a degree of popularity, but has yet to overcome a whispering campaign against the mysterious source of funds for his television station.

Meanwhile, traders in Taranto are sceptical that any city hall administration can affect the economy since so many decisions are outside local hands. "Look, the decision to privatise Iva and cut production at Taranto wasn't even taken by an Italian government, but by Brussels," said one bookshop owner.

Mr Mineo, however, sees the chance to create a flagship administration in the south. "The nature of the governing town council is important in at least two ways. First, it determines how Taranto's case is represented both in Bari (the regional capital) and in Rome. Second, it determines the extent to which the municipality is run efficiently, transparently and honestly."

Like almost every Italian city, Taranto's finances are in a mess. The previous administration ran up off balance sheet expenditure to the tune of £80bn. The municipally owned transport is deficit-ridden and incapable of providing a competitive service. And the crumbling city looks as though it has yet to come to terms with the Allied bombardment during the second world war.

Whoever rules in city hall will preside over a Taranto traumatised by the fear of a descent into joblessness. Two months ago 170 workers for sub-contractors at the steelworks chained themselves to the production lines in protest over job losses, and nearly brought the entire complex to a standstill for five days. At Taranto's demonstration to mark the October 28 nationwide general strike a record 20,000 took part. "There was only one cry - jobs, jobs, jobs," said Mr De Ponzio.

Bremen steel sale provokes outrage

By Ariane Genillard in Bonn

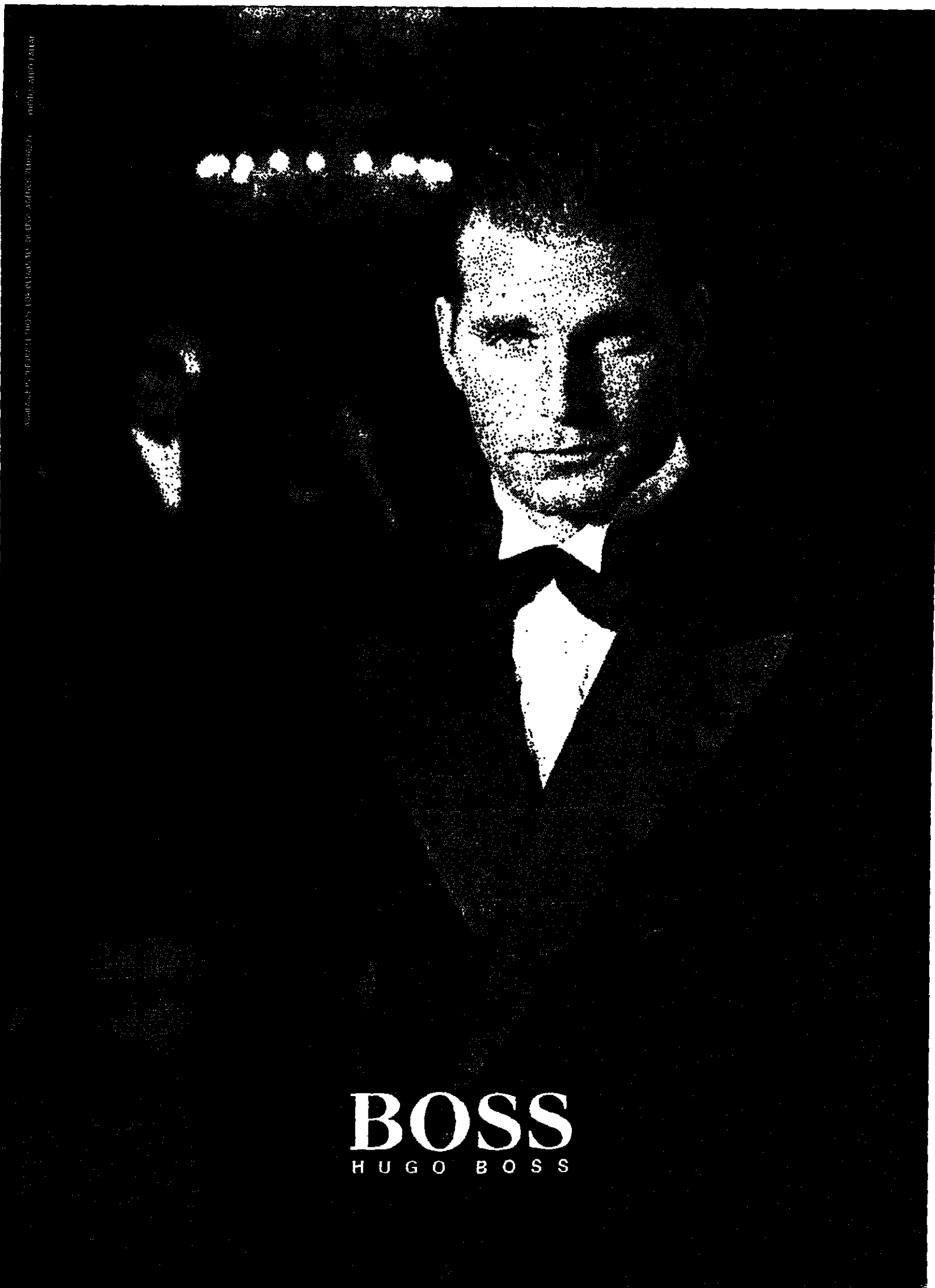
GERMAN private steelmakers expressed outrage yesterday at the decision by Klöckner-Werke, the diversified steel group, to sell its steel mill to a consortium led by the city state of Bremen.

Officials at Thyssen, the largest steel group in Germany, said the decision was purely political and would run against the European Union's efforts to reduce overcapacity in the European steel industry. Klöckner-Werke decided yesterday to sell 75 per cent of its integrated steel mill in Bremen for a symbolic DM1 each to four local companies. These include Hibern, a state-owned

holding company, the Bremer Vulkan shipyards, Hegemann, a company manufacturing shipping equipment and the city's electricity utility.

The Bremen government plans to keep the loss-making steel mill open with its current crude steel capacity of around 3m tonnes. It will privatise part of the profitable electricity utility to raise funds and inject DM200m in the steel mill.

The decision eliminates a rival offer made by Thyssen and Krupp-Hoesch, Germany's two largest steelmakers and Usinor-Sacilor, the French steel group. The consortium wanted to close most of the plant, keeping open only its modern cold-rolling facilities.



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NEWS: WORLD TRADE

US public opinion swings behind Nafta

By Nancy Dunne in Washington

THE FIGHT over the North American Free Trade Agreement yesterday shifted outside Washington to the Congressional districts of members, sampling public opinion at home during this Veterans' Day holiday weekend.

The pro-Nafta forces, exulting over the debate victory of Vice President Al Gore over Texas billionaire Ross Perot, hoped they had finally captured the elusive momentum necessary to carry them to victory in the House vote next Wednesday. A USA Today/CNN poll of debate watchers found support for the trade pact between the US, Canada and Mexico

had shot up from 34 per cent before the debate to 57 per cent after it. Arthur Andersen & Company yesterday released a survey, by its tax

A USA Today/CNN poll found that support for the trade pact shot up from 34% before the Gore/Perot debate to 57% after it

and business advisory service, which found that large majorities of executives of medium-sized companies in Canada, Mexico and the US strongly support Nafta.

"Executives in all three countries overwhelmingly believe it will help

their businesses and national economies," said Mr Charles Heeter Jr, Andersen associate partner.

Congressman Robert Matsui, leader

Nafta. "The only thing that matters is the economy," said Mr Christopher Whalen, Washington trade consultant. "The political equation still is going to be that congressmen who vote for Nafta will have to look for other employment next year."

To blunt any momentum for the administration, Congressman David Bonior, an anti-Nafta whip, on Wednesday announced that he had 319 of 434 members pledged to vote against the pact. However, he needs at least 10-12 votes more than the majority to prevent last-minute switches, as the Administration increases its pressure.

The Administration this week has picked up 10 public endorsement

votes, and claims to have a total of 192. It is publishing a free 800 telephone number with the offer to voters to send, free of charge, pro-Nafta telegrams to their congressmen.

Around the country, the opposition troops are planning rallies, marches, town hall meetings and "accountability meetings" with congressmen. Ms Lori Wallace, an anti-Nafta leader, said Nafta would be won or lost in the congressmen's home districts.

Washington will not be bereft of activity over the pact. The anti-Nafta Citizens' Trade Campaign is bringing "Nafta Claus" to the Capitol to distribute gifts in a parody of the president's effort to sell Nafta to a reluctant Congress.

Germany bids for DM3bn China deals

By Quentin Peel in Bonn

GERMAN industrialists are hoping to sign contracts worth up to DM3bn (\$1.2bn) in China next week, when Chancellor Helmut Kohl leads a top-level delegation for talks in Beijing, Shanghai and Guangzhou.

Among the deals expected to be finalised are the purchase of six Airbus A340 aircraft, worth some DM500m, and the DM700m contract for an 18km stretch of underground railway in Canton, to be built by a consortium headed by Siemens and AEG.

Around half the cost of the underground railway is intended to be financed with soft loans from the German development ministry, on the grounds that it is not a commercial project.

A further contract, also part-financed with development loans, is for DM165m worth of railway wagons for the Chinese railway system, to be provided by Deutsche Waggonbau, one of the biggest East German enterprises still to be successfully privatised.

Some 40 chief executives of German companies are expected to travel with the Chancellor on his week-long trip, including Mr Edzard Reuter, the head of Daimler-Benz, Mr Heinrich von Pierer of Siemens, and Mr Ferdinand Piech of Volkswagen.

Daimler-Benz troubled Deutsche Aerospace subsidiary has been negotiating on possible collaboration deals in satellite technology, solar collectors, and other electronic components. Siemens, apart from its involvement in the underground project at Guangzhou,

is also hoping for major telecommunications contracts in transmission systems, and digital mobile telephones.

Siemens Transportation Systems will also be making a proposal to the Chinese government to supply its ICE high-speed train system.

The German delegation is also hoping to sign new contracts for container ships which might be built at new German shipyards, on top of an existing contract for eight ships already signed.

Mr Kohl is to visit the VW plant in Shanghai, where the annual capacity of 100,000 Santana cars is to be increased to 150,000.

More than 100 potential new projects are under negotiation, according to the German economics ministry, including power stations and engineering plants.

German exports to China soared by more than 80 per cent in the first half of 1993, to reach almost DM45bn, while Chinese exports to Germany increased by a more modest 12 per cent to DM7.5bn, according to German figures.

The Chancellor's visit is seen as a big effort by the German government to support German industry in its new drive for Asian markets, which officials admit have been neglected in the past.

On departure from China, he will visit Hong Kong for talks with Mr Chris Patten, the British governor, underlining Germany's commitment to a "harmonious solution" between Beijing and London on the future of the colony, according to officials in Bonn.

Turks see twin danger for textiles in EU link

John Murray Brown reports on nervousness over the shape of a customs union planned to start in 1995

AS TURKEY and the European Union this week opened the final round of negotiations to achieve a customs union in 1995, a potential flashpoint is emerging in the sensitive area of textiles.

With many Turkish industries now urging the government to provide protection beyond the deadline, clothes and cloth manufacturers are worried that Brussels may use this as a pretext to retain quotas on textiles.

Theoretically, a customs union requires both sides to remove tariff and non-tariff barriers to trade, which would mean the reduction of Turkish import duties to zero and the lifting of EC textile quotas. Turkey would also have to adopt the Union's common external tariff (CET) for third countries and fall into line with EU trade policies.

But textiles could suffer doubly if they remained restrained from expanding export markets in the EU, while also facing renewed competition at home from EU imports as barriers came down. Mr Oken Oguz, chairman of the Garment Exporters' Association says this could "kill off large parts of our industry".

The issue is clearly vital for the industry, Turkey's largest foreign exchange earner, with

exports worth \$5.3bn in 1992.

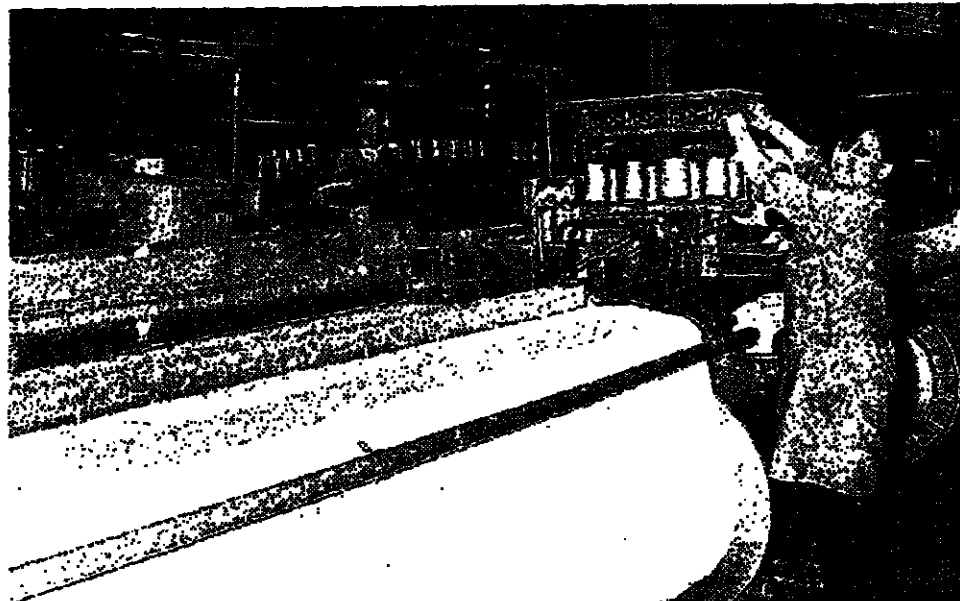
When first imposed in 1982, quotas only affected cotton yarn, but as Turkish industry has matured, an increasing range of products have faced volume curbs. The EU now places quotas on six textile and 10 apparel categories, from cotton yarn, knitted fabric, T-shirts and knitted outerwear.

The importance of textiles for Turkey's economy can hardly be overstated. Textiles and apparel production accounts for 14 per cent of Turkey's gross domestic product, over a fifth of manufacturing employment, and 37 per cent of Turkey's export earnings.

Equally vital is the role of EU markets. Turkey is the largest supplier to the Union, accounting for 10 per cent of the EU's supplies; conversely, the EU buys 72 per cent of Turkey's total textile exports.

Commission officials say they have not received a formal request from Ankara to reschedule the tariff cuts for any of Turkey's so-called vulnerable sectors, although the car industry, consumer electronics and packaged foods have been mustering support in Ankara for a reprieve.

Structurally, the textile industry appears ill-suited to mount its own campaign. For one thing, the interests of the two branches of the industry -



Mensucat Santral's textile plants at Kazlıcesme, one of Turkey's more modern installations

the textile and apparel manufacturers - are frequently in conflict over customs union.

Textile or fabric producers could well benefit from the adoption of the Union's protectionist policies towards third countries. For example, last year, Turkey took action against Pakistan over cotton yarn imports in what was the first known case of an anti-dumping action by one devel-

oping country against another. With a customs union, Turkish producers will have the full EU negotiating muscle behind them. As one textile manufacturer saw the prospect, "this is a gift from God".

However, for the apparel sector, restrictions on Pakistani or other cheap imported cotton will merely add to garment producers' costs. Officials point out that Pakistan last year

shipped 3,500 tonnes of cotton yarn to Turkey, while Pakistan's current quota into the EU as a whole is only 9,000 tonnes.

Another concern of the apparel producers, is that, while they account for the lion's share of textile exports - apparels were worth more than \$4bn in 1992 - they have little political clout, comprising as they do some 10,000 small and medium size businesses.

NEWS IN BRIEF

BAe in talks over Swedish fighter

British Aerospace is negotiating to become a partner in Sweden's latest jet fighter, the JAS-39 Gripen. David White, Defence Correspondent, reports.

The British company has confirmed it is in discussions with Saab-Scania, part of the Swedish consortium building the lightweight fighter, which is already in production. A deal may involve component supplies and marketing support. BAe was already associated in development of the Gripen, and provided the first sets of wings.

The Gripen, described by its manufacturers as the world's first lightweight multi-role combat aircraft, was set back by accidents involving a test aircraft in 1989 and then the first production aircraft, which crashed in August because of problems with its sophisticated electronic flight control system.

Saab is a partner in the venture along with Volvo Flygmotor, Ericsson and FFV. The consortium has firm orders for 140 of the aircraft for the Swedish air force, for delivery between this year and 2001.

BAe, which has a strong foothold in the Middle East and Asia, would seek to market the Gripen beyond the traditional group of Swedish military aircraft clients, which has been restricted to other Scandinavian countries and Austria.

Israel opens telephone tender

Israel yesterday opened the tender for a second cellular phone service to compete with the existing monopoly operated by Motorola in partnership with Bezeq, Israel's state-owned telephone company, Julian O'Shea reports from Jerusalem.

A number of international companies are among consortia competing for the tender. Among bidders are BellSouth in partnership with the Saffra brothers and Discount Investments; Southwestern Bell with Clal and the Aurec Group; McCaw, Telrad, Poalim Investments and Belberg group; Bell Atlantic with Danker Investments and IBM investments; the Elbit, GTE, Canadian Telcom group.

The consortia have three months to bid for the tender which will initially be a 10-year license with an option for a further six years. The tender will be supervised by Israel's Ministry of Communications which expects an investment of \$70-130m. The ministry has said that a foreign company may hold up to 80 per cent of its directors are Israeli residents in Israel. Bidders must also have a paid-up capital of at least \$200m (\$132m) and have a 25 per cent shareholder which has been operating a mobile phone system with 100,000 subscribers for at least three years.

Kuala Lumpur transit finance

A much delayed mass transit system for Kuala Lumpur, the Malaysian capital, was given a boost yesterday with the signing of a M1851m (£224m) financing package for the project, Kieran Cooke reports from Kuala Lumpur. The state-owned Bank Bumiputra bank and the local branch of the Hongkong and Shanghai Bank were the main arrangers of the part finance for the light rail transit system, the first stage of which is due for completion in mid 1995.

AEG Westinghouse Transport of Germany and Taylor Woodrow of Britain have a joint 30 per cent stake in the project. Others foreign investors are American Assurance, a Singapore government investment agency and the pension fund of the Shell group in Malaysia. Local partners include a government controlled pension fund.

The international engineering contractor Christiani and Nielsen (Thal) is to increase the capacity of the Malaysian capital Kuala Lumpur's Port Klang by a fifth, after winning a contract worth M5162m (\$42.6m), William Barnes reports from Bangkok.

Christiani & Nielsen, which has been associated with Port Klang's development since the 1950s will reactivate its Malaysian office. The work on two new wharves, to be carried out by a 50:50 Malaysian joint venture company will double the port's existing capacity which is under some pressure from a boom in Malaysian exports.

Scepticism grows over access to Japan's markets

THE Japanese government's deregulation programme has been billed as an initiative that will add trillions of yen to domestic demand and create a million jobs, but many foreign companies in Japan are sceptical that tinkering with a few rules and regulations will actually open Japan's doors to more foreign imports, writes Michio Nakamoto in Tokyo.

A group of foreign-affiliated companies' managers in Japan has launched a scathing attack on the government's efforts to enhance access to Japan's markets and has called on the government to take concrete measures such as setting targets for foreign market share in specific products and industries, in order to realise the full benefits of deregulation.

In a report published this week, the Foreign-Affiliated Companies Management Association notes that no matter how many laws are changed, the bureaucratic red tape that hampers foreign penetration of Japanese markets is unlikely to change without a fundamental change in the way government offices are run and in the attitude of public officials.

The FAMA report cites cases in which foreign companies' efforts to market products in Japan have been thwarted by the action and attitude of government ministries rather than by official regulations.

For example, a German-affiliated company attempting to import a new kind of health drink to Japan was required to submit confidential product data to Japanese customs only to be kept waiting for one year before official approval was given. Meanwhile, a Japanese company began marketing a similar product and the German company was forced to give up plans to sell the product in Japan, the report states.

In another case, a European company had its application for a foreign executive's visa held up for nearly a year because he had not gone to university, prompting the justice ministry to view his academic background as that of foreign blue collar workers, against whom Japan has a closed labour policy.

Saudi Aramco in new oil joint venture talks

SAUDI ARAMCO, the state oil producer and refiner, is negotiating with two South East Asian oil refining groups over a potential multi-billion-dollar joint-venture refining agreement.

The negotiations show Aramco is determined to continue its long-standing policy of guaranteeing supplies of crude to its major markets through joint refining deals, despite the project's cancellation of a \$2.87bn project with Japan's three leading oil refiners.

The Saudis did not reveal the names of the two South East Asian companies, but oil officials said the talks were towards a deal of similar scale to that which broke down this week. Saudi Aramco is discussing the possibility of buying into and upgrading existing refineries in the region as well as building new plants.

The talks are understood to be well advanced.

Nippon Oil, Nikko Kyodo and Arabian Oil announced on Monday they were pulling out of the proposed deal with

Saudi Aramco says it was confident of having been able to finance the Japanese joint venture and had no doubts about its ability to finance another possible deal.

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US growth is back but doubts remain

By Michael Prowse
in Washington

THE QUESTION exercising the minds of US forecasters is not whether the pace of economic growth has accelerated - it undoubtedly has - but whether faster expansion will prove sustainable and whether it will put upward pressure on inflation and short-term interest rates.

The mood in the US bond market and, to a lesser extent, stock market last week was grim. The sudden wave of bond sales reflected investors' concern that faster growth would inevitably put upward pressure on prices, bringing forward the timing of a long-feared tightening of US monetary policy. But this negative reaction to recent statistics may have been hasty.

There are good reasons to believe that the pace of growth will taper off somewhat early next year and that inflation will remain subdued for at least another year.

The market's pessimism about the inflation outlook is hard to understand, muses Mr Jack Beebe, director of research at the Federal Reserve Bank of San Francisco. He says inflationary pressures have been gradually squeezed out of the economy in the past four or five years and predicts that consumer prices will rise less than 3 per cent

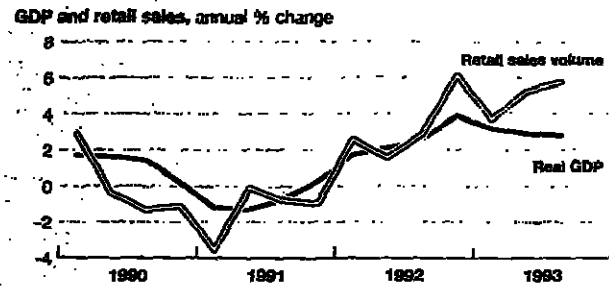
this year and by only about 2.5 per cent next year. Barring 1996, when the collapse of oil prices temporarily depressed inflation, this would be the best outcome since the mid-1980s.

Figures out this week threw frustratingly little light on underlying trends. The producer price index fell more sharply than expected last month but consumer prices registered their biggest gain for six months - and the increase could not be entirely explained by higher petrol taxes. However, if Mr Beebe's optimistic forecast does prove correct, bond prices are likely to rally again, pushing yields back below 6 per cent.

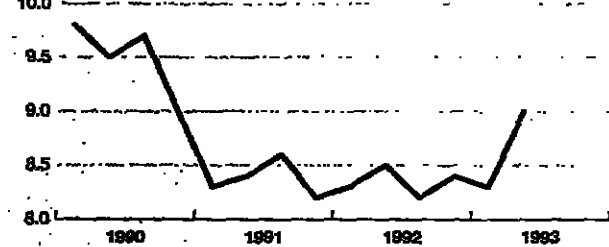
Meanwhile, a short-term acceleration of economic growth is unquestionably under way. Gross domestic product grew at an annual rate of 2.8 per cent in the third quarter, excluding the negative effect of flooding in the mid-west, growth would have been about 3.5 per cent. This compares with disappointing annual rates of expansion of 0.8 per cent and 1.9 per cent respectively in the first and second quarters.

Economic statistics released in the past few weeks suggest the economy will be stronger still in the current quarter: the annual rate of growth could easily exceed 4 per cent. The

US climbs out of recession
GDP and retail sales, annual % change



New passenger car sales, millions (at annual rates)



Source: Datastream

sharp fall in long-term interest rates is the first half of the year appears to have given interest-rate sensitive sectors of the economy a powerful stimulus.

New home sales, for example, rose to a seven-year high last month. More new and existing homes are being sold than at any point in the Reagan boom of the 1980s, despite

adverse demographic trends. A 20 per cent vacancy rate is still holding back construction of new offices, but supermarkets are again under construction as are industrial structures.

Led by heavy purchases of computers, real business equipment investment grew at an annual rate of 9 per cent in the third quarter after double-digit

increases in preceding periods. After allowing for inflation, consumers' purchases of durable goods grew at an annual rate of 7.5 per cent. Vehicle sales soared to a four-year high last month.

Other reliable barometers of economic health are also flashing green. The Purchasing Managers' Index - a guide to the fortunes of manufacturing industry - rose more than four points last month to 53.8 per cent, the highest level since February. Payroll employment rose 177,000 in October, more than analysts expected; factory overtime hours are at an all-time high while the average length of the work week is higher than at any point since the second world war. The slight rise in jobless - from 6.7 per cent to 6.8 per cent - was, paradoxically, also a sign of strength because it reflected a big increase in the number of people actively seeking work.

The big question, of course, is whether the more rapid growth can be sustained. The recovery of the past two years has been saw-toothed with periods of robust growth followed by near stagnation, as occurred at the beginning of this year.

Nearly all forecasters agree that the economy cannot sustain growth at an annual rate of above 4 per cent. The consensus view is that growth will

fall back to an annual rate of about 3 per cent next year. But some analysts are more pessimistic.

"I'm sceptical that a faster recovery has really taken hold," says Mr Bob Goldman, chief economist at Goldman Sachs in New York. He predicts that growth will decline to an annual rate of only about 2 per cent in the first half of next year.

He points out that growth is currently being boosted by temporary factors such as a run-down in personal savings and warns that the neutral fiscal stance of the past two years will turn contractionary in the new year as tax increases in the Clinton budget begin to bite on higher-income households.

Defence cuts, corporate restructuring and weak overseas economies, meanwhile, will continue to exert a negative pull on US growth.

Optimists will reply that US productivity trends are surprisingly strong. Productivity rose at an annual rate of 3.9 per cent in the third quarter and has grown at an average annual rate of 2.3 per cent since the end of the recession, considerably faster than in the upturn of the 1980s.

This lends credence to projections by Mr Beebe and others that the cycle of disinflation is not yet complete.

Venezuela poll leader vows to scrap reform

By Joseph Mann in Caracas

THE LEADING candidate in next month's presidential elections in Venezuela, Mr Rafael Caldera, announced a policy platform yesterday that rejected market reforms introduced in Venezuela since 1989.

He also called for talks to ease the terms of the country's "oppressive and unjust" public sector foreign debt.

Mr Caldera, 77, said his "first step" as president would be to address the fiscal deficit by reducing spending in the 1994 government budget. However, this would not be achieved by firing public employees or cutting wages, he added.

The candidate, president from 1969-74, said he would raise government revenues by improved tax collection. In addition, "Those who earn more and have more will pay more taxes". A recently-introduced value added tax, which the candidate called "unfair" to consumers, would be repealed, he said.

Referring to business appeals for reforms in rules governing employees' accumulated sever-

ance pay benefits, Mr Caldera said any changes accepted by the workers would be approved by his government.

Venezuelans are scheduled to vote for a new president, National Congress and state legislatures on December 5. Mr Caldera, running as an independent with the support of 16 small political parties, has been in the lead over the last few months in most published public opinion polls.

However, political analysts say a large number of voters are still undecided, and that these votes could change the election's outcome.

In other policy areas, Mr Caldera said he would:

- Call for reforms of the constitution, including the establishment of referendums to approve leading policies and remove public officials (including the president) from office.
- Reform government, including public administration, the justice system, education, health and agriculture.
- Continue the process of decentralisation, but only if it produces greater efficiency in government.

Argentina to sign N-treaty

By John Barham
in Buenos Aires

ARGENTINA'S congress has finally ratified the 1967 Treaty banning nuclear weapons from Latin America, breaking with its previous conviction that the treaty discriminated against developing countries' nuclear programmes.

The ratification, on Wednesday night, is part of Argentina's wider, pro-western foreign policy strategy. At US insistence, it scrapped its Condor II missile project in 1991, considered a proliferation threat, and has applied to join the Missile Technology Control Regime.

Argentina and Brazil had attempted to develop independent nuclear weapon capabilities in the 1960s and 1970s, when both countries were ruled by military governments. However, technical and financial limitations aborted the programmes. They were formally scrapped with the

return to civilian rule in the early 1980s.

In November 1990 Argentina and Brazil agreed to bilateral procedures for accounting for nuclear materials and inspections of each other's installations, in addition to safeguards by the Vienna-based International Atomic Energy Agency. They agreed to ratify the Treaty after its inspection clauses were modified to protect industrial secrets.

The Foreign Ministry says Argentina also plans to sign the Nuclear Non-Proliferation Treaty, which controls nuclear materials at world levels. Like the Treaty, successive civilian and military governments once considered the NPT a discriminatory imposition of rich countries.

Argentina has two small nuclear power stations and a struggling civilian nuclear industry. The government plans to privatise the Atucha I and Embalse power stations as well as the Atucha II unit once construction is complete.

Deregulation helps farmers and industry

ARGENTINA'S industry and farmers emerge as the main beneficiaries of the sweeping deregulation programme the government started four years ago, says a recently-published study, writes John Barham.

The report found that the elimination of taxes, fees and red tape has saved the traded goods sector, principally industry and agriculture, some \$465m (\$335).

Far from suffering from the elimination of taxes, government revenues should rise slightly, by about \$322m over the next three years, due to increased economic activity.

The study, by Mr Eduardo Sguiglia of the Economy Ministry, and Mr Ricardo Delgado, an economic journalist, is the first attempt to quantify the impact of deregulation.

Deregulation began with the first emergency measures taken to halt hyperinflation in 1989, shortly after President Carlos Menem took office. The programme took on greater impetus following Mr Domingo Cavallo's appointment as economy minister in January 1991.

It is one of the main features of Mr Cavallo's policies, which include privatisation of all state companies, trade liberalisation and tax reform.

Mr Cavallo scrapped dozens of rules, regulations and statutory bodies that had grown up over the past 60 years. Excessive bureaucracy was one of the causes of Argentina's economic decline and had led to widespread corruption.

Deregulation benefited exporters, struggling with an overvalued fixed exchange rate, with a 3 per cent improvement in competitiveness.

Charges at the port of Buenos Aires, once among the most expensive and least efficient in the world, have fallen

by up to by one-quarter. Farmers, combating low commodity prices as well as the exchange rate, saw a 5-8 per cent increase in income.

Deregulation is attracting investment to industries such as mining and fishing that were once off-limits to foreign capital.

Financial markets boomed as tax and regulatory burdens were removed. Last year, corporate bond issues hit almost \$2bn - about 16 times more than in 1990, before deregulation. The insurance industry grew by half in 1991-92.

The authors recognise it is hard to tell exactly how much of this growth is due specifically to deregulation and how much is to wider economic liberalisation.

The macroeconomic impact of deregulation measured by the study appears relatively slight, in spite of its big impact on individual sectors. The \$465m transfer to the traded goods sector is equivalent to just 0.2 per cent of gross domestic product.

However, Mr Sguiglia says the effects of deregulation are only just beginning to be felt. Experience in other countries indicates it takes about six years to take full effect.

The authors warn the deregulation process is still far from complete. Argentina's competition, bankruptcy and consumer protection laws are archaic. Remaining regulatory bodies must be strengthened. Informal oligopolies are successfully resisting competition.

The report criticises the often improvised nature of the deregulation plan and poor sequencing. This forced the government to retreat in some cases, such as its attempt to limit the privileges of the pharmaceutical industry.



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NEWS: INTERNATIONAL

Tense debate on austerity grips Beijing

By Tony Walker in Beijing

CHINA'S tense debate over curbs on an overheating economy surfaced in the official press yesterday with a spirited defence of the austerity-reform programme of Senior Vice-Premier Zhu Rongji.

Chinese newspapers featured prominently remarks by a deputy governor of the People's Bank claiming success in the austerity campaign as the Central Committee of the ruling Communist Party was due to begin discussions in Beijing of a new reform programme.

Mr Dai Xianglong, the central bank official, said bluntly: "In recent months China's financial departments have been blocking evil ways while opening correct roads." Mr Zhu and his team at the central bank, who have been presiding over a squeeze on credit in an effort to combat inflation, have been accused of stifling state enterprises, some of which are having difficulty paying workers.

Reports circulated in Beijing that Mr Zhu is in trouble politically for having pushed too hard with his economic stabilisation programme. But while there is no doubt he has offended powerful officials in the state sector and the provinces, there appears no alternative to his prescription for the economy.

This combines a squeezing of credit to "hot money" areas such as real estate with a redirection of funds to infrastructure, combined with determined efforts to reform China's inefficient financial system.

Mr Dai's remarks seem designed to claim victory for bringing the economy under control (inflationary pressures eased slightly in September), and to offer reassurance that the central bank is sensitive to the plight of state industry.

He said that, starting in August, the central bank had eased credit restrictions. In the first 10 months of the year banks had provided Yuan 30bn

China and Russia yesterday agreed to hold regular military exchanges, Reuter reports from Beijing. But visiting Defence Minister Pavel Grachev said sensitive arms sales to Beijing must be discussed at a higher level. Deputy Prime Minister Alexander Shokhin visits China soon.

(£3.4bn) more in loans than in the same period last year.

Mr Zhu, who also doubles as central bank governor, is certain to face sharp questioning at the Central Committee meeting over hardship caused to the state sector. The session is expected to last until the weekend, although true to tradition no details of when it would actually meet or how long it would sit have been released officially in advance.

The plenum will approve sweeping reforms in finance, taxation, trade and investment. Among important reforms is a new federal tax system designed to improve sharing of revenues between the centre and the provinces.

Mr Dai blamed lax policies earlier in the year for allowing an explosion in credit which had helped to fuel inflation. Money in circulation in June on an annualised basis had grown 54 per cent, the highest monthly rise ever. Mr Li Guizhan, the previous central bank governor, was sacked in June and replaced by Mr Zhu Rongji. Among Mr Li's patrons was Premier Li Peng, who suffered a heart attack in April, undergoing a long convalescence.

The unusual public criticism of the previous regime at the central bank indicates that the leadership has been engaged in argument about implementing Mr Zhu's austerity package. He announced a 16-point plan in July to combat inflation and bring order to China's chaotic finances. Pressure was exerted on faltering state industries by squeezing credit.

Leading Indian industrialists call for reforms

By Stefan Wagstyl in New Delhi

LEADING Indian industrialists have appealed to the government for measures to help them raise capital for their listed companies without overhauling the founding families' shareholdings.

Eight entrepreneurs, the heads of some of India's largest companies, presented their demands on Wednesday in a report to Mr Manmohan Singh, the finance minister. Their proposals include permission for companies to issue non-voting shares and to buy stock at large discounts to stock market prices as well as changes in tax laws.

The appeal follows a month of meetings of conservatively-inclined industrialists at which concerns were raised about parts of the government's economic liberalisation programme. The businessmen, dubbed the Bombay Club after their first meeting in Bombay, have been accused of wanting a slowdown in reform and protection against foreign competition.

The entrepreneurs themselves deny this and say they support the pace and direction of liberalisation. The members of the Bombay Club include Mr Hari Shankar Singhania, chair-

man of the Delhi-based JK Organisation, and Mr LM Thapar, chairman of Ballarpur Industries, a top papermaker.

Their chief concern is that the state-owned financial institutions which dominate the Indian stock market have permitted multinationals to raise their stakes in Indian affiliates from 40 per cent to 51 per cent by issuing stock at discounts of up to 90 per cent. Institutions have indicated they would not permit Indian companies to make similar cut-price issues.

The report to the finance minister also proposes permission for shareholders to pledge stock as security for bank loans, easing limits on corporate borrowing and permission to issue non-voting stock.

Foreign companies have secured government approval for direct investments worth Rs61.1bn (£1.3bn) in the first nine months of 1993, compared with Rs5.3bn in 1991 and Rs38.9bn last year.

The government said this was an "unprecedented response to the new industrial policy from foreign investors, who had now pledged Rs104.1bn since reforms started in mid-1991. More than 90 per cent of the capital was intended for priority sectors such as power and oil refining or high-technology projects.

Odd man out spurns Apec's US "party"

Malaysia's Dr Mahathir plans to stay away from Seattle next week, writes Kieran Cooke

DR Mahathir Mohamad, Malaysia's prime minister, is not afraid of being the odd man out.

Next week, representatives of 15 nations in the Asia Pacific meet in Seattle under the auspices of the Asia Pacific Economic Co-operation forum (Apec).

After a preliminary ministerial meeting, President Bill Clinton, as host, is due to hold an informal summit with other leaders. With several prime ministers and presidents in attendance, plus 2,000 of the world's media, get together will be the highest level confab ever held in the region.

But Dr Mahathir will not be there. The US, says Dr Mahathir, is trying to hijack Apec and set an agenda for the world's media, get together will be the highest level confab ever held in the region.

Dr Mahathir says Apec should remain a loose grouping principally concerned with helping the development of the Asia Pacific's weaker economies. Dr Mahathir, who has increasingly taken on the role of spokesman of the world's smaller nations, says Apec should include all countries on the Pacific rim, including Chile, Ecuador and Peru.

Apec, says Dr Mahathir, should not be turned into a trade bloc, a free trade area or an economic community like the EU, serving the interests of the economically strong countries involved. Yet, according to Malaysia, this is precisely what is happening.

decided to have a summit and everyone is supposed to go along."

Apec was formed in 1989, initially, membership comprised the six countries of Asean, the US, Canada, Japan, South Korea, Australia and New Zealand. In 1991, the "three Chinas" joined - China, Hong Kong and Taiwan, which is referred to as Chinese Taipei.

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Washington has denied any plan to turn Apec into a formal trade group, but Asean and other countries in the region are concerned that the US might try to use the threat of more concerted Apec action to force the pace of Gatt negotiations and win trade concessions from Europe.

Washington has emphasised the growth in trade taking place in the Asia Pacific region.

In 1991, our two-way trade across the Pacific exceeded \$310bn (£205bn), says Mr Paul Wolfowitz, a former US under-

"It [Apec] looks like some kind of a foreign guided jamboree with an imperialistic odour which may be politically exclusive," says Mr Ghazali Shafie, a former Malaysian foreign minister.

There is some support for Malaysia's views. The Asean countries do not want their organisation to be overwhelmed by any new Apec structure, though some, such as Singapore, are fervent Apec supporters.

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In 1991, our two-way trade across the Pacific exceeded \$310bn (£205bn), says Mr Paul Wolfowitz, a former US under-

secretary of defence. "That's one third larger than our trade with Europe. The US exports more to Malaysia than to the countries of the former Soviet Union: more to Indonesia than to eastern Europe and more to Singapore than to Spain or Italy."

While east Asia has benefited considerably from this growth in trade, it does not want Apec to be seen as any sort of alternative to Gatt.

"The last thing we want is to become a bargaining chip between the US and Europe," said one Asean official.

Malaysia has been pushing for the formation of an East Asian Economic Caucus (EAEC) to counter what it sees as the emergence of trade blocs like the EU and Nafta.

This, in many ways, would run counter to Apec, grouping Asean countries and the economies of north-east Asia including Japan and China, but excluding the US and Canada, a grouping one commentator referred to as a "caucus without the Caucasians".



Mahathir: not to be guided

The EAEC was first suggested by Dr Mahathir in mid-1991 and has since become a central part of Malaysia's foreign and trade policy.

Dr Mahathir was personally offended when Mr James Baker, the former US secretary of state, dismissed the idea of an EAEC, saying it would "draw a line down the Pacific" with the US on one side, and

Japan and the other Asian economies on the other.

While Malaysia has succeeded in placing the EAEC on the Asean agenda, the idea has only so far had a lukewarm response from countries in the region. Apec is still considering whether the EAEC should form an integral part of the organisation.

Japan has so far been non-committal on one hand Tokyo wants to safeguard its estimated \$33bn investments in the Asean economies, but on the other it does not want to upset its already delicate trading relations with the US.

Dr Mahathir shows no sign of giving up on the EAEC. Mrs Rafidah Aziz, Malaysia's outgoing minister of trade, will be in Seattle pushing Dr Mahathir's views.

Apec will go ahead without the Malaysian prime minister. But Dr Mahathir has made it clear he will continue to be critical - and continue with his rival scheme for a grouping of east Asia's dynamic economies.

Double economic boost for South Africa

By Philip Gawth in Johannesburg

SOUTH AFRICA yesterday received a double economic boost with the release of third-quarter GDP figures showing quarter-on-quarter growth of 8.2 per cent and the production price index for September falling to 5.5 per cent, the lowest level since January 1972.

Economists said yesterday that the country's four-year recession had probably ended in the middle of the year with the third-quarter GDP figures following growth rates of 1.5 per cent and 5.5 per cent respectively in the previous two quarters.

Mr Dave Mohr, chief economist at the Old Mutual, South Africa's largest life office, joked: "We're combining Asian growth rates with G-7 inflation."

The GDP figures were better than expected, though recent figures on retail sales, manufacturing production and car sales had hinted at an upturn. Most companies that have reported recently say they expect little meaningful growth before the second half of next year.

As with the previous two quarters, most growth sprang from an improvement in agricultural production which grew at an annualised rate of 19.9 per cent. One feature was the 2 per cent annualised increase in non-farm GDP. Mr Mohr said it was the first time since 1988 that the economy had gone for three quarters without major negative growth on the non-farm side. Manufacturing growth was 5.5 per cent.

The recovery remains fragile, with the Central Statistical Service (CSS) pointing out yesterday that the average level of the total seasonally adjusted real GDP for the first nine months of 1993 was 0.4 per cent below the equivalent figure a year ago, an indication of the low base from which these quarterly growth rates were achieved.

Mr Mohr said the inflation figure, which stood at 1.9 per cent, was probably lower than originally thought and economists were revising their forecasts downward. This view was supported by last month's cut in interest rates. Consumer inflation was likely to average about 9.5 per cent in 1993 and would be lower in 1994.



AUSTRALIA REMEMBERS. An unknown Australian soldier killed on Europe's World War I Western Front is interred in the Hall of Memory, Canberra, yesterday. The body was exhumed from a war cemetery in Northern France and returned home last weekend.

Australia jobless rate jumps to 11.2%

By Nikki Tait in Sydney

THE Australian jobless rate jumped to 11.2 per cent last month despite a strong rise in total employment, official figures released yesterday show.

This is highest level since December 1992 and the jump is certain to step up pressure on the federal government to address Australia's long-term unemployment problem.

The figures showed that the seasonally-adjusted jobless rate had risen from 10.9 per cent in September. This increase came despite a strong rise in total employment in October, which most analysts interpreted as a sign the economy is strengthening. Some 32,200 jobs were added.

However, job-seekers entered or returned to the labour force in even

greater numbers, and the total number of unemployed people rose to 982,000. On a regional basis, unemployment rates were either steady or higher in most states.

Western Australia was the one exception, posting a decline to 9 per cent.

"It's about time the prime minister made unemployment his number one priority," Mr Michael Woolridge, Liberal deputy leader, said.

Jordanian delegation in Israel for secret peace negotiations

By Julian Ozzanne in Jerusalem

A SEVEN-MAN Jordanian economic delegation is reportedly holding secret talks in Jerusalem with government officials and Israeli businessmen to iron out details of a secret Israeli-Jordanian peace agreement which focuses on economic co-operation between the two states.

According to the newspaper Ma'ariv, the delegation is being led by the businessman who has the concession to operate Jordan's Aqaba port and includes representatives from Jordan's two leading banks, financial advisers and experts on sea and land transport. The delegation, which crossed the

Allenby bridge into Israel on Wednesday, will also visit Israel's port at Eilat.

The arrival of the delegation follows statements by Israeli government ministers and officials that an agreement has already been negotiated and initiated during secret talks between Mr Shimon Peres, Israel's foreign minister, and King Hussein and Crown Prince Hassan of Jordan in Amman last week.

Foreign Ministry officials have refused to deny or confirm the meetings but have said they only expect the agreement to be signed early next year. Israel radio reported yesterday that King Hussein had asked Israel and the

United States to "put an end to the media festival" surrounding the secret deal.

In return for signing, Jordan will apparently received relief from the US on its \$6.5bn (\$4.3bn) external debt beginning with \$380m of military debt.

Mr Yitzhak Rabin, Israeli prime minister, who is visiting Washington for talks with President Bill Clinton and the US Congress will press American leaders to help with Jordan's indebtedness and to arrange a possible signing ceremony in Washington. King Hussein is expected to visit Washington within weeks.

Under the Israeli-Jordanian agreement the two countries

will open their borders, establish full diplomatic relations and start a series of joint projects in tourism, transport and energy. Disputed Israeli-held land around the Dead Sea and Arava desert will be formally handed to Jordan but leased back to Israel for long-term at a nominal price.

In anticipation of a signing Israel disclosed yesterday that it was already planning air and road links to Jordan. Israel's Arkia airline said it was ready to fly to Amman within 24 hours of being allowed to do so. The director of Israel's national public works said plans for a \$100m 60km highway linking Jerusalem to Amman were also complete.

Pakistan secures \$1.5bn in World Bank and IMF loans

By Farhan Bokhari in Islamabad

THE Pakistan government said yesterday it had finalised agreements to secure new loans worth \$1.55bn (£1.02bn) from the IMF and the World Bank over the next three years. The boards of both institutions and the Pakistani cabinet still need formally to ratify the deals but the formal announcement is expected early next year.

Mr VA Jaffery, the prime minister's adviser on finance and de facto finance minister, told journalists, an agreement had been reached to provide "assistance under the

Enhanced Structural Adjustment Facility (ESAF) and the Extended Finance Facility (EFF) from the IMF, and PSAL (Public Sector Adjustment Loan) from the Bank".

He said that the government expected to achieve a gross domestic product growth rate of at least 6.5 per cent a year, reduce inflation to 5 per cent and strengthen its international reserves significantly over the next three years.

It must also reduce the burden of domestic and foreign debt. Foreign debt rose to \$23bn - \$18.5bn long term and \$4.5bn short term - at the end of June 1993.

The announcement provided

fresh signs that many reforms introduced by Mr Moen Qureshi, the former prime minister, will remain on track. Mr Jaffery said the government had committed itself to continue with measures to improve tax collection, reduce tariffs, privatise state enterprises and deregulate the economy.

In response to questions on whether the inflation reduction target was a realistic one, Mr Jaffery said: "It is not an impossible target to achieve", adding that the government had three years to do so.

However, some officials privately expressed concern over the viability of such a commitment.

Israel-Syria outline peace pact 'likely soon'

By Roger Matthews and Mark Nicholson in Cairo

EGYPT believes an outline peace agreement between Israel and Syria is achievable by the end of this year.

President Hosni Mubarak, Mr Amr Moussa, foreign minister, and Dr Osama el Baz, the president's top political adviser, have been encouraged by recent meetings with Syrian and Israeli leaders and now hope their unofficial date for a breakthrough can be met.

Mr Moussa said in an interview with the Financial Times that the progress in the negotiations between Israel and the Palestine Liberation Organisation meant the issues separating Israel and Syria could be addressed with more urgency. "We are making progress

although I would not yet say that a deal is close. We have set a target date for the end of this year for the signing of a document on which both sides can agree," Mr Moussa said. He rejected the contention by Prime Minister Yitzhak Rabin of Israel that more time was needed for Israeli public opinion to take in the contents of the deal with the PLO.

"We believe a good deal between Israel and Syria could be absorbed and would be digestible. Our task is to get a good deal acceptable to public opinion on both sides. We are talking about a matter of months before all tracks are on the road to agreement."

He declined to say how the breakthrough might occur, and conceded Syria retained some suspicion over Israel's inten-

tions, but said: "There is always the track in Washington, but there is more than one way to do something like this". He refused to elaborate if this meant that other meetings were taking place or planned. But he stressed it was critical for Israel and the PLO to meet the December 13 target date for the start of an Israeli troop withdrawal from the Gaza strip and the West Bank town of Jericho; he believed they would meet the deadline.

Mr Moussa, who helped broker the resumption of these talks in Cairo last week, said they are now proceeding "in a fine way, in a good way". The PLO-Israeli discussions continue in the Egyptian town of Taba on Monday.

"It is vital that Taba succeeds. It is the cornerstone for

all other developments. It is the litmus test. They have no other option but to reach agreement." He expressed confidence in the "tactical prowess" of Mr Yasser Arafat, the PLO leader, even if it only appeared "at the eleventh hour. This man understands the meaning of the documents that have been signed. He understands very well the requirements of the moment."

The essence of an Israeli-Syria deal was clear. "It has to be a full and total Israeli withdrawal from the Golan Heights and a full peace. Neither party would accept less than is in the Israeli-Egypt agreement". The Israeli withdrawal could be phased, but "the phasing should be reasonable; we can't talk about five years or so, it must be a matter of months."



Moussa: quietly confident

He also warned Israel against attempting to exercise any form of economic domination over the West Bank and Gaza.

Asil Nadir lodges bribery allegation

By John Murray Brown
in Ankara

MR MICHAEL JORDAN, administrator to Polly Peck International, the collapsed fruit to electronics group, yesterday appeared before the Istanbul public prosecutor's office to answer questions relating to allegations of bribery by Mr Asil Nadir, PFI's former chairman.

Mr Jordan and Mr David Kidd of Coopers and Lybrand, the UK auditors, were visited

by police in their hotel room in the Cragan Pales Hotel late on Wednesday night.

Police took their passports and they were requested to appear the following morning, when they were questioned for 3 hours.

The prosecutor's move follows a complaint lodged by Mr Nadir's lawyer connected with the continuing dispute over ownership of A.N. Graphics, an Istanbul printing concern claimed by the administrators. Sources confirm the company

was transferred to Mr Nadir for "all consideration," just 3 days before the courts appointed the administrators in October 1990.

The bribery allegations relate to an internal memo, a copy of which Mr Nadir released yesterday. The administrators concede that the memo deployed what one official called "loose wording," including reference to the need for bribes to the customs to release a disputed piece of printing equipment belonging to A.N. Graphics.

On Wednesday, Ali Riza Gorgun, Mr Nadir's lawyer in North Cyprus said the Turkish prosecutor had issued a warrant for the arrest of all three administrators Mr Jordan, Mr Richard Stone and Mr Christopher Morris.

However a spokesman for Mr Jordan said he had visited the police "voluntarily". Mr Jordan was due back in London last night.

The incident forced Mr Jordan to cancel a trip to northern Cyprus to attend court hearings in Nicosia today on the

injunctions over the various PFI companies on the island. The hearing was cancelled.

This is a minor attempt to put a spanner in the works in an effort to forcibly postpone Mr Jordan's visit to Cyprus," said an official.

However it marks the latest tactic adopted by Mr Nadir in his attempts to block the administrators access to Polly Peck companies. Mr Nadir jumped bail in May fleeing the UK where he faces charges of theft and false accounting.

Britain in brief



Most take early option on retirement

The vast majority of workers begin drawing pension benefits well before they reach their official retirement ages of 60 or 65, according to a survey of leading UK pension schemes.

The survey, conducted by Incomes Data Services, the employment issues research service, found that over eight out of every 10 employees retired before reaching the "normal" pension age as defined by their scheme rules. Overall, two-thirds of recently retiring members went before the age of 60.

The findings have great significance for the government's policy on State pensions. It is considering raising the age at which women may begin receiving State pensions to 65 from 60 equal to that required for men. The survey noted that for schemes which do allow men to retire at age 60, there is a higher degree of "late" retirement since men have an incentive to keep working until their State pensions become available for income as well.

Ford pay talks in deadlock

Pay talks at Ford of Britain look set for deadlock last night after six hours of talks between the company and its unions. A small improvement was expected on the original

offer of 1.8 per cent this year and 2.5 per cent next. Ford told the unions last month that it had lost more than £1m a day in Britain since 1990 and was expecting a further sharp fall in vehicle production this year as a result of economic weakness in Europe.

Warning over Lloyd's

Lloyd's of London may attempt to "bounce" loss-making Names into accepting an out-of-court settlement to legal disputes at the insurance market, the chairman of the biggest action group of loss makers warned. Mr Michael Deeny told the Gooda Walker Action Group's annual meeting that Names would soon "receive a barrage of mail warning you that this is the last offer of a settlement."

Too fat to fit

A 22-stone Liverpoolian fitter has been suspended from his job for being obese. The fitter, employed by NEL Clark Chapman in the Liverpool docks, has been sent home on full pay and told he can resume work when he loses two stone.

EDS-Scicon buys unit

EDS-Scicon, the information technology subsidiary of General Motors of the US, is to buy the organisation that provides computer services to the Department of Transport and its executive agencies.

It was chosen from a shortlist of bidders that included Computing Sciences Corporation of the US and a consortium combining DVOIT managers and IBM of the US. DVOIT, based in Swansea, was formerly the drivers,

vehicle and operators information technology arm of the Driver and Vehicle Licensing Agency, which remains its largest customer.

It became a separate executive agency just over a year ago, with an annual turnover of about £26m and about 480 employees. It is the first agency to be privatised.

Offer clears distributors

Electricity distributors in England and Wales were cleared of anti-competitive behaviour in the high street electrical goods market.

But the twin rulings by the Office of Fair Trading and the Office of Electricity Regulation, included a disclosure that the 12 regional electricity companies (RECs) had lost a combined £105m in that market over the three years since privatisation. Dioxins, the electrical retailer which brought the complaint that triggered yesterday's rulings, said it felt its complaint was vindicated by these figures, even though the charge of anti-competitive behaviour was not upheld.

John Brown contracts

John Brown Engineering announced contracts totalling £150m for power station equipment in both Oman and Britain. The Trafalgar House subsidiary is to extend and modify a power station and water distilling plant at Ghubrah in Oman by adding a 250MW gas turbine plant.

Collector forks out on spoon

A 600-year-old spoon found in the thatch of a Devon farmhouse was lapped up by a private collector for £27,800.

Saville Row cuts a global figure

By Daniel Green

GENTLEMEN need no longer go to London's Savile Row to buy a £2,000 suit. Savile Row will go to them.

Britain's top gentleman's outfitters are travelling the world to find customers. Sales by Savile Row tailors on trips overseas account for about 70 per cent of turnover - two years ago they were less than half, according to the Federation of Merchant Tailors. The itinerants have been trying to shake off the fall in the number of international aircraft passengers after the Gulf War, and the recession.

"I used to spend six weeks a year overseas, now it is more like three months," says Mr Peter Ferguson-Smith, the Federation's president and managing director of tailors Kilgour, French and Stanbury.

He flies between Abu Dhabi, Frankfurt and Beverly Hills in the struggle to drum up sales of suits. Prices start at £1,490 and options include a special cut to disguise the bulge of a revolver.

Mr Angus Cundey of tailor Henry Poole says: "On Monday I am piling my cloth samples into the Volvo and driving to Paris. I'll be seeing Mr Balladur (the French prime minister) and about 60 other people next week."

If the trip is too far for his car, Mr Cundey will get a trunk of samples delivered to his hotel room, which becomes a shop for the duration of his stay.

The phenomenon of the travelling Savile Row tailor is not new. In 1851, Henry Poole went to Paris to measure up Napoleon III for a suit. Until 1940 the company had branches in Vienna and Berlin and the post war years saw the popularity of Savile Row among rich Americans.

All that has changed. "Fewer businessmen are coming to London," Mr Cundey says. "French businessmen are coming far less frequently. That goes for all the Europeans. They fly in and fly out and they don't have time to see their tailor."



Seventy-five years after the Armistice which ended the First World War, hundreds of old soldiers like the Chelsea pensioners pictured above, gathered for a solemn service of remembrance at Westminster Abbey in London. The 2,000-strong congregation and hundreds outside stood in silence as the chimes of Big Ben echoed to mark the 11th hour of the 11th day of the 11th month. After the service the Queen Mother, who was 18 when the Great War ended, placed a cross in the Field of Remembrance outside the Abbey

EU rules clash may alter code

By John Authers

A CLASH between two European directives could force a revision of UK government policy on compulsory competitive tendering by local authorities.

Many UK authorities now advertise contracts on the basis that Transfer of Undertakings (Protection of Employment) regulations of 1981, known as TUPE, will apply. These effectively require any bidder to maintain the same workforce on the same wages and conditions of service.

However, the European Commission believes that this might clash with the procurement directive, introduced as part of the implementation of the European "single market", which forbids authorities from forcing bidders to use local labour forces.

The Commission raised the issue, according to the Local

Government Chronicle, the specialist journal, after it saw an advertisement published in the Official Journal of the European Communities by Croydon borough council tendering its financial services work.

This made it a prior condition that the council's existing staff would be transferred to the bidder. Croydon confirmed that the commission had queried the advertisement.

Mr Cliff Davis-Coleman, of Clause 26, a lobby group for contractors, said the commission's stance could sweep away the serious obstacle which TUPE poses to private contractors.

"If the commission insists that this is indeed a local labour clause then the environment department will have to amend its advice for the Next Steps initiative and for compulsory competitive tendering," said Mr Davis-Coleman.

PRIVATISATION

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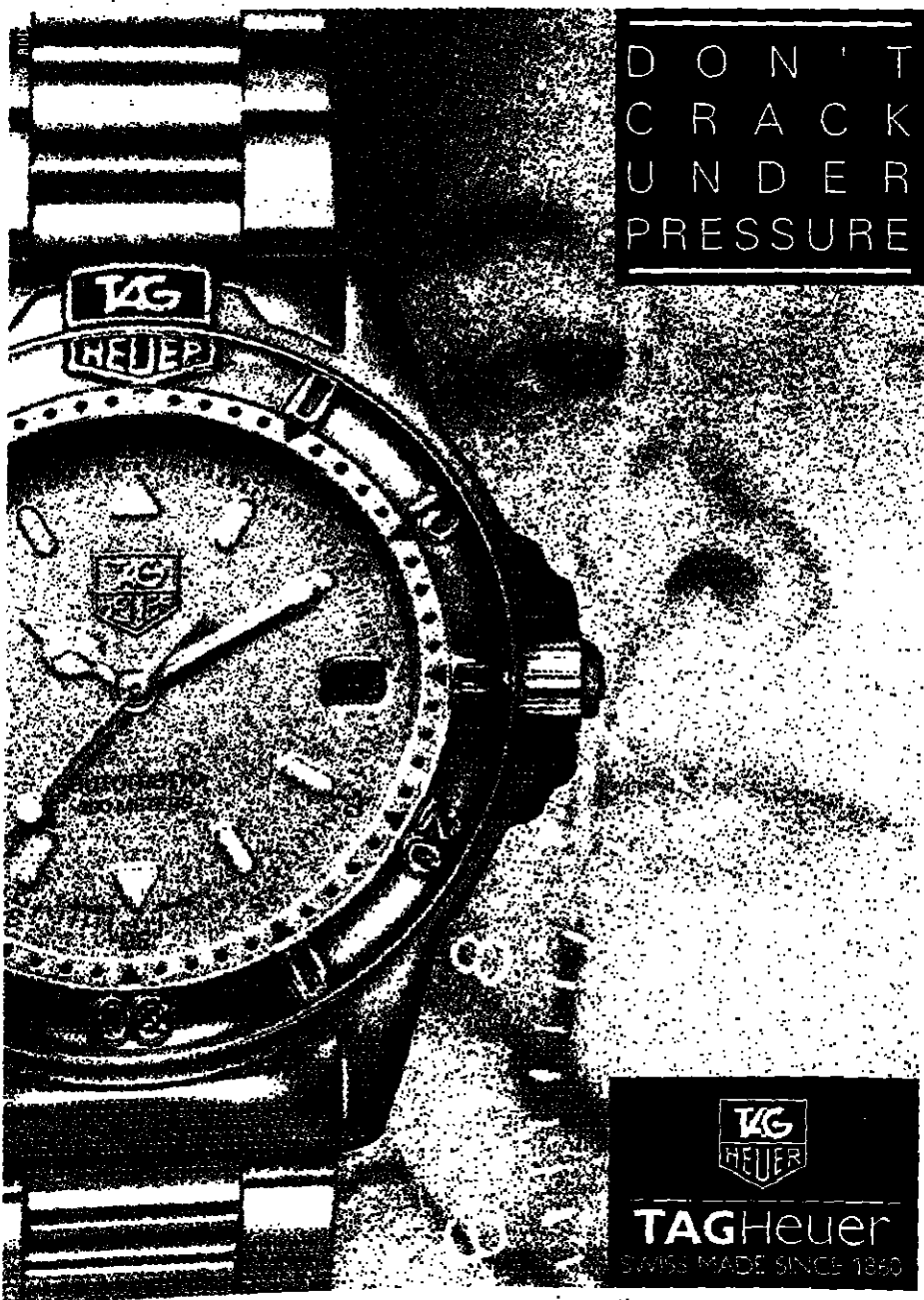
The combined offer will consist of:

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The global international offer will be made by way of a book building procedure. The price per Share applicable to the global international offer will be determined following the book building exercise. The price will be no less than the price applicable to the *Offre Publique de Vente* in France.

RHÔNE-POULENC



NEWS: UK

Clinton bars Adams over 'terrorism link'

By Lisa Branstetter
in Washington and
Jimmy Burns in London

PRESIDENT Bill Clinton has barred the latest attempt by Sinn Féin leader Mr Gerry Adams to enter the US on the grounds of his alleged involvement with the IRA.

The White House yesterday confirmed that the decision had been taken even though Mr Adams declared reason for his planned trip was to explain his peace initiative with SDLP leader Mr John Hume.

In a letter to outgoing New York's Democrat Mayor Mr David Dinkins, which was published in yesterday's Irish Times, the US president said: "Credible evidence exists that Adams remains involved at the highest level devising IRA strategy... (he) has still not publicly renounced terrorism."

According to a senior US administration official, President Clinton sent the letter to Mayor Dinkins on October 30.

The letter reiterated a policy decision in May this year not to allow Mr Adams into the US because of his association

with terrorist organisations. Mr Clinton pledged during his campaign to consider granting Mr Adams a visa, the official said. "We did consider it, and we decided against it."

Mr Adams' attempt to obtain a visa was rejected in part because he no longer serves as a member of parliament, according to the official.

A spokesman for Mayor Dinkins said he was disappointed with the president's decision.

In London yesterday, Sinn Féin's Northern Ireland chair-

man Mr Mitchell McLaughlin insisted the Hume-Adams plan represented the best chance for peace.

The proposals link an end to IRA terrorism with a place at the negotiating table for Sinn Féin.

Mr McLaughlin said steps towards peace would be "drastic and very quick indeed" if London embraced the proposals. He added that the IRA was not prepared to unilaterally cease violence but might scale down its operations while peace moves continued.

Lottery licence to run until 2001

By Raymond Snoddy

THE licence to operate Britain's national lottery is to run for less than seven years, Mr Peter Davis, director general of the National Lottery announced yesterday.

The main licence for the lottery, designed to raise hundreds of millions of pounds for "good causes" - charity, the arts, sport, heritage and celebrating the millennium - will expire on March 31 in the year 2001. As the successful applicant will not be chosen until March or April next year and would be unlikely to be up and

running before the late autumn of 1994, the licence runs for no more than six and a half years.

Mr Tim Holly, chief executive of Camelot, one of the declared bidders for the licence was disappointed yesterday: "I thought we would get between seven and 10 years."

Mr Davis made it clear yesterday that there would be a "very strong presumption" that there would be another competitive tender when the first licence runs out.

Lottery operators will have to recoup the cost of an investment likely to be in excess of

£200m to set up the national system.

The Great British Lottery Company, a consortium that includes Granada said yesterday it accepted the length of the licence.

The director general is insisting that the lottery must be "tasteful" and avoid games and advertising likely to lead to addiction.

"What we want is an absolutely clean, respectable, stable image," said Mr Davis whose primary task will be to ensure the lottery is everything to do with the National Lottery.

Mr Davis said his office

would be investigating the background of all those applying to run the lottery and would call on information from a wide range of government departments.

"We must not have the wrong people running this lottery," the director general added.

The draft invitation to apply and draft licence makes it clear that applicants will have to provide plans for national coverage and a launch date. The lottery will have to be available in every local authority area six months after the national launch.

EU takes bigger share of brain drain

By John Authors

THE BRAIN DRAIN of qualified scientists and engineers from the UK is slowing down, but migration is concentrated on the highest quality staff "to the detriment of the UK," the Royal Society says today.

Between 1984 and 1992, 13.5 per cent of recently qualified British PhDs chose to leave the country - almost identical to the migration between 1975 and 1985. There were small drops in the numbers of more senior staff leaving.

EU countries have gained in popularity as a destination compared to the US, suggesting closer integration of the UK and continental research communities.

Meanwhile, immigration to UK research groups increased from 2.9 to 4.8 per cent.

However, the Royal Society, Britain's premier scientific organisation, which produced the report jointly with the Royal Academy of Engineering, counselled caution because academics leaving tended to be of the highest quality.

While those leaving the UK did so for professional reasons to take up long-term posts, those arriving in the UK tended to be moving into short-term posts.

Returning British emigrants "overwhelmingly" did so for personal rather than professional reasons.

Chemistry has suffered the greatest increase in migration, with 16.2 per cent of recently qualified chemists leaving the UK between 1984 and 1992, compared with 12 per cent between 1975 and 1985.

Earth sciences saw the sharpest reduction in migration, from 23.6 to 14.7 per cent.

The report adds that the proportion of Fellows of the Royal Society who live abroad is continuing to rise.

The migration of scientists and engineers 1984-92: SEPUS Policy Study No. 8, Publication Sales Dept., 6 Carlton House Terrace, London SW1Y 5AG. £25 (£27 overseas).

Church finance problems 'serious'

By Alan Pike,
Social Affairs Correspondent

THE CHURCH OF ENGLAND faced "serious but not disastrous" financial problems as a result of an alarming decline in its assets, Dr George Carey, Archbishop of Canterbury, told its general synod yesterday.

"We have been living beyond our means for many years," the archbishop told a debate on the report into the conduct of the Church Commissioners, who are responsible for

the church's investments.

Total value of the commissioners' income producing assets declined from nearly £2bn in 1989 to £1.6bn last year, largely as a result of falls in the property market where the church has much bigger holdings than other investment institutions. In August a report from Coopers & Lybrand, accountants, commissioned by Dr Carey after reports in the Financial Times, criticised the commissioners' heavy speculation in property.

Rt Rev John Wayne, Bishop of Chelmsford, who chaired the Lambeth Group - a committee set up to consider the Coopers & Lybrand report - told the synod he did not seek to "minimise the seriousness of the situation" which investigations had revealed.

There had, said the bishop, been three principal problems:

- the commissioners increased an already large exposure to property, and then borrowed to finance speculative property investments;
- their assets committee failed to receive regular and accurate reports from executive management to enable them to control property developments adequately;
- the commissioners took on commitments to finance clergy benefits in excess of their financial capacity.

As a result of the drop in investment income parishes will have to meet more of their own costs and the church is examining ways of simplifying its organisational structure.

Minister reveals style of Major's cabinet government

By Philip Stephens,
Political Editor

THE TRANSFORMATION of the modern British cabinet from an executive into a reporting and reviewing body has been underlined with a rare analysis from a senior minister of the structure of government decision-making.

Lord Wakeham, leader of the House of Lords and one of the longest-serving members of the present cabinet, said the delegation of decision-making to smaller groups of ministers was "an irreversible consequence" of the complexity of modern government. But offering the most comprehensive insiders' account of the workings of the cabinet, Lord Wakeham said that Mr John Major had halted one of the most controversial trends of Lady Thatcher's premiership.

The present prime minister had by and large avoided his predecessor's tendency to establish small ad hoc groups of hand-picked ministers to push through decisions. Instead Mr Major relied on the more formal - and now publicly announced - complex of cabinet committees with their fixed membership of senior departmental ministers.

Speaking at Brunel University, west London, Lord Wakeham said that these committees, which embrace all of the main domestic and foreign policy issues, have "authority to decide on behalf of the cabinet". They did so unless the relevant committee chairman took the unusual step of referring an issue to full cabinet.

But he coupled his public acknowledgement that by the time the full 22-strong cabinet filed into 10 Downing Street



Cabinet makers: George I left the cabinet alone to make decisions while Baroness Thatcher created 'ad hoc' committees

each Thursday morning most of main issues before them had been settled with an insistence that it maintained a vital role.

Cabinet was the forum in which a government established its collective identity. "That is a very important role. I think many commentators

who bemoan what they see as the decline of the cabinet as a decision-maker fail to appreciate its significance as the cement which binds the government together."

Lord Wakeham, who chairs many of the key domestic policy committees, used much of

Out of the closet: the history of a body of influence

The Cabinet evolved from the medieval Privy Council which advised the monarch.

The Privy Council became clumsy and inefficient, and more importantly critical, and was eventually by-passed.

Charles II was the first monarch to consult a small group of Privy Council members, called the Cabinet because it met in the King's closet.

The Cabinet began to acquire a role and authority of its own when George I stopped coming to its meetings.

Decisions were taken to the King by one of the ministers present.

Gradually the Cabinet developed its role as the link between Crown and Parliament.

Getting the King to accept the "advice" of his Cabinet led to a series of disputes.

The development of political parties meant that the choice of government and prime minister moved from the Crown to the electorate.

In modern times the Cabinet makes policy, has overall control of the government, and co-ordinates if its departments.

The members of the Cabinet are in theory "collectively responsible" for decisions.

The Cabinet normally meets twice a week.

his lecture to highlight the constraints on government decisions.

The detailed commitments contained in general election manifestos were departed from at the government's peril. At the same time the prime minister was obliged to build a consensus among members of a cabinet representing different wings of his party, he said.

Lord Wakeham's lecture, which confirmed the pivotal role of the Treasury in all significant policy decisions, highlighted also the constitutional and practical limitations on

the prime minister. Despite his obvious powers of patronage "it is just not practicable for the small team in the Downing Street complex of buildings to have the necessary depth of knowledge to drive policy forward across the whole field", he said.

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PROPERTY Frankfurt in favour

The EMI decision is a boost for
the city, says David Waller



The Hammering Man, an arresting work of sculpture outside Frankfurt's Messeturm, where EMI has leased three floors

The recent decision to locate the European Monetary Institute - forerunner of the European Central Bank - in Frankfurt is a small victory for the city's paragon commercial property market. But the greater battle still lies ahead: how to revive the country's depressed property sector.

The EMI will employ about 250 people and occupy 5,000 square metres of office space, a fraction of the average 220,000 sq m leased in Frankfurt in each of the past five years.

Yet, as Mr Robert Orr of surveyors Jones Lang Wootton in Frankfurt says, the EMI decision should inspire confidence at a time when the market is in the doldrums and the wider economy endures its worst recession in 80 years.

"The decision confirms Frankfurt's position in the financial world," he said. "Investors will be comforted by the knowledge that its future is secure. It will not lead to a rapid pick-up in the commercial property market but it will bring to an end the slide in values we have seen over the past 18 months."

Rents for prime properties in central Frankfurt have dropped by 21 per cent over the past 18 months, from DM65 a sq m to DM75 a sq m. The amount of commercial space likely to be leased this year will be about 200,000 sq m, less than the past five-year average but down from the 250,000 sq m leased last year and the record 320,000 sq m in 1991.

Other commercial centres in Germany's strongly regionalised economy have suffered similar declines, the sharpest falls have been in Berlin and Leipzig, where rents shot up on the back of speculative trading in the aftermath of German reunification in 1990, before dropping back steeply.

In cities such as Düsseldorf, Munich and Stuttgart, rents have also fallen but not so sharply. These cities will, for the immediate future, continue to suffer from the combined effects of regional economic weakness and a surplus of supply, as new buildings, commissioned before the downturn, come onto the market.

The decision to base the EMI in Frankfurt, the most international of Germany's business centres, will accelerate the tendency for foreign banks and other financial institutions to raise their profile in the Finanzplatz. At the same time, financial houses without a foothold in Frankfurt are likely to seek out.

This process is already under way: Reuter recently announced its decision to take three floors of the Messeturm, while J.P. Morgan is to take 8,000 sq m in the former Finanzamt building in the centre of Frankfurt owned by Mr Dieter Bock, the entrepreneur best known in the UK as a big shareholder in Lloyds, the international trading group. The securities house S.G. Warburg, Moody's, the credit rating agency, and A.T. Kearney, a US consultancy, have between them taken the bulk of the former Chase Manhattan building at Taunusanlage 11.

Domestic groups have also played their part in absorbing some of the commercial property surplus in Frankfurt. Dresdner Bank has taken the whole of the 15,000 sq m Fürstentum development; Deutsche

Bank recently celebrated the opening of its third skyscraper in the city, the 80,000 sq m Trianon, one third of which it will be using for its own purposes while the rest is to be let to BKG Bank and others.

These lettings have removed some of the 350,000 sq m of complete and vacant property in Frankfurt city centre and its suburbs. In spite of this Mr Orr of Jones Lang Wootton still believes the vacancy rate in Frankfurt is likely to rise from 5 per cent at present to 6 per cent next year. This is low by international standards - London's West End has a vacancy rate of 9 per cent, while the City suffers from a rate of 18-17 per cent - but is high in comparison with Frankfurt's historical average of 2-3 per cent.

While this oversupply will continue to dampen the mar-

ket's prospects in the short term, there are two factors which are working in favour of property markets in Frankfurt and in Germany's other leading commercial centres.

First, interest rates: Following the latest of the Bundesbank's interest rate cuts, long-term rates are now at historical lows. A good quality borrower could obtain five-year fixed financing at an effective rate of 6.5-7.5 per cent. This compares with a peak of 8.5-10 per cent in 1991 and means that for the first time since the middle of the 1980s the yield on certain types of commercial property investments - particularly office developments in the suburbs of Frankfurt - exceeds the financing costs.

While property yields on prime properties in the centre of Frankfurt remain at 5.5-6 per cent, an investor can expect yields of 6.75-7.5 per cent on suburban property, guaranteeing a positive cash flow on investment from the outset.

Second, is the phenomenon of the German "open-ended" property funds - an investment vehicle popular with private investors. The 14 open-ended funds that exist have provoked huge investor interest. In the first 10 months of this year investors poured DM11.5bn into the funds, up from DM6bn last year and DM2bn the year before. Total assets have doubled to DM38bn in the past three years.

The reason behind the popularity of open-ended funds, at a time when investors could have made more money in rising equity and fixed-interest markets, is one suggestion is that the volatility of the securities markets has frightened Germany's more conservative investors into the stable world of property.

The open-ended funds are legally obliged to invest in property. This alone is likely to provide support for the market. As Mr Michael von Zitzewitz of GGI, the Commercial property fund, explained to investors last week, the funds have invested nearly DM2bn in the past three months. The "pressure" proved difficult to resist, he said, given sharply improved yields.

The "pressure to invest" is also making itself felt elsewhere. DGL, Deutsche Bank's property fund, this month concluded the biggest property acquisition in the City of London in two years with the purchase of a long leasehold on One Exchange Square.

While this oversupply will continue to dampen the mar-

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MANAGEMENT

Inward focus on total quality

The effect on bottom-line financial performance of total quality programmes in the UK has been shown to be pretty mixed. Much recent academic research has therefore been devoted to finding out why.

A survey of TQM in Scotland carried out by Durham University Business School has concluded that the focus of quality in companies is too often inward looking. For example, while 70 per cent of the 650 organisations which replied have marketing departments, less than a third use them to develop, implement or assess the effects of their quality programmes.

"Quality without the person who experiences the product, the real customer, is like a car without a driver - it just won't go", is how Barry Wither of the school's Centre for Quality and Organisational Change puts it. Bradford University Management Centre, meanwhile, has come up with a different angle by studying the annual reports of the top 100 European companies and a randomly selected sample of 100 UK businesses.

It found that very few provide relevant information about their mission statements, TQM approach, future intentions or true business performance.

Among those to be commended are Cadbury Schweppes, NCC, RTZ, Thorn EMI, Forte and WH Smith. The report recommends that companies "stop believing in the myth that TQM is only a technique of relevance to the business units and with no corporate value to it". Business unit performance will improve with "visible support and commitment from the holding or parent company", while better head office understanding of units' capabilities will lead to more realistic targets.

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To comprehend the computer industry, it was once essential to understand International Business Machines, hardware manufacturer par excellence and industry leader for three decades.

Today, with IBM fighting red ink and loss of market share, the model is Microsoft, the aggressive young pretender to IBM's crown. Creator of MS/Dos and Windows, the operating systems which control more than 90 per cent of the world's personal computers, the company has begun to influence others in a way reminiscent of its older rival.

Microsoft, however, is living in a changed world and the management and strategic challenges are correspondingly different. While IBM wanted total control of its customer, Microsoft is increasingly focusing on what it believes it does best: designing and producing quality software. As Steve Ballmer, responsible for the company's sales and marketing activities, points out: "We cannot do everything. As a result, to reach large businesses we will have to forge relationships with new business partners - not just the distributors we have always dealt with, but companies developing specific software solutions to their customers' problems."

Microsoft's management philosophy, explains Ballmer, is "ultimately conservative". Much of this is rooted in the personality of Bill Gates, Microsoft's 38-year-old co-founder, chairman and chief executive, whose parsimony and competitiveness are equally notorious. But Ballmer, a 37-year-old college friend of Gates and effectively Microsoft's joint number two, is clearly a thoughtful and assertive influence.

"When I started [in 1980], Microsoft had 30 people. When I had been there two months, I told Bill I thought we ought to hire 17 more people. He said: 'I think we are going to go bankrupt if I keep you here. I'm not sure this is going to work out.'"

Ballmer stayed and Microsoft did not go bankrupt. The success of its operating systems on IBM-style PCs, its computer languages and applications programs turned it into the world's most successful packaged software supplier. Last year it had sales of \$3.7bn (£2.6bn), up 36 per cent on the year before and net income of \$953m.

The changing marketplace will test both its adaptability and technical expertise. Microsoft has proved itself the king of the electronic desktop, providing operating systems, word processors and spreadsheets for people using standard personal computers. But as large companies seek to link their computers together and establish enterprise-wide information networks, how will the company react? Windows NT, Microsoft's latest

Bill Gates' number two talks to Alan Cane and Tim Dickson about the future of the computer industry

Microsoft's loud mouse



Steve Ballmer: his culture reflects a nervous, paranoid concern to stay ahead

operating system, is the company's technological answer, but Microsoft, as Ballmer readily agrees, has less experience of corporate data processing than, for example, IBM or Unisys.

Ballmer says Microsoft has more experience than many people realise, but adds: "I am not convinced that IBM or Unisys - where one company supplied hardware, software and services - is the model for the 1990s. In our model we focus on what we do best, which is to build software products. Others build hardware, deliver services and design custom developments."

"We have to mobilise an infrastructure around our products or people will not design them into their systems. We have to explain that model to our corporate customers."

We are not going to be a cradle-to-grave supplier. If people want a company to integrate their hardware or write a custom application, that company is not going to be us."

Can Microsoft, however, continue to dominate the software business and avoid "doing an IBM"?

As Ballmer tells it - his style is engagingly direct, the detail count unusually high - the company can hardly be accused of complacency. He describes a culture which reflects a nervous, almost paranoid concern with staying ahead. "We are certainly paranoid enough about the potential to fail that we are looking very hard for the pot-holes in the road."

Having Gates around evidently helps. "Bill is good at saying: 'I don't care how good things seem to

most people. I see deep problems," explains Ballmer.

Conscious of the technological obsolescence pitfall into which IBM stumbled, Microsoft has one senior employee (Nathan Mirvald, vice-president of advanced technology) constantly scanning the horizon for new business threats.

Ballmer distinguishes three phases in the company's development. The first was characterised by a focus on technology and on business ("before you hire anyone or do anything, get a customer"), but there was little management vision. "Bill had all these envelopes with all the contracts written down and everybody in the company and their salaries and he was doing these calculations over and over to make sure there was enough of this to cover that," Ballmer recalls.

In the second phase, Jon Shirley of Tandy Corporation was hired to inject some business sense into a technologically aggressive company which was being strangled by tight purse strings. "Jon helped us grow the management structure that enabled us to do the investing that I wanted and that Paul Allen, Microsoft's co-founder, wanted. It was what Bill wanted to do as well but he did not have the confidence."

Shirley has since retired, although he keeps in close contact with the company. A replacement did not work out and the company established an "office of the president" last year to support Gates. It comprised Ballmer as head of sales, Mike Maples, head of the products group, and the late Frank Gaudette, who had been chief financial officer.

The challenge now, Ballmer says, is how best to present a unified approach to its customers, while allowing the separate divisions considerable autonomy. "We spend a lot of time pushing ourselves. How do we become a global company? How do we measure the effectiveness of a sales operation when we are working with partners? If there is a price war you don't want to be the guy caught with higher overheads and processing costs than others because you've been sloppy."

Microsoft's success has made a lot of its employees potentially very rich through share options and that has helped to maintain the youthful aggression of the culture. "Any senior executive at Microsoft can retire if they want to. The nice thing about having people make money is that they don't stick around unless they want to," Ballmer says. "They stick around because they want to work hard and are excited about what we are doing. It is a nice filtering process."

He and Gates, he says, are good for at least another 10 years. "We don't work as hard as we used to, but we still work very hard and we love it."

Advice one can take to heart

Carol Cooper looks at a new guide to executive health



HEALTH CHECK

everything had for you these days? Facing confusion and tight schedules, it is little wonder executives are apt to throw their hands up in self-defeat, go for another three-course lunch and carry on exactly as before.

The dietary fat theory - that lowering cholesterol levels is associated with an excess of violent deaths - received a sizeable knock when it was mooted a few years ago.

There are various reasons why results of such studies could be a statistical quirk. Nonetheless, they gave some people the idea that most health interventions were in vain, since whatever might be gained on the swings would be promptly lost on the roundabouts.

This is not so and precise authoritative advice is needed. The 12-Week Executive Health Plan by David Ashton concentrates on the prevention of coronary heart disease and some of the common cancers and gets down to specifics.

Its approach involves a numerical self-appraisal of health risk, which executives will find more compelling than vague unquantified exhortations to lose weight, eat better and take more exercise.

As a cardiologist, Ashton has worked for more than five years with this type of health risk appraisal (HRA), which incorporates blood pressure, smoking, drinking, diet, stress and exercise (or lack of it).

Companies which provide medicals are already asking similar questions, so some staff may be familiar with the concept. However, they are not always motivated to heed the warnings they receive from employers.

Cholesterol is one of the variables taken into account in the calculation, since it is an independent risk factor, as was realised about 30 years ago.

Recent studies show that lowering cholesterol can improve blood flow in the coronary arteries, at least in men. Data on coronary artery disease in women are scanty, though there is no reason to think that the effects should be different.

As this book explains, however, it is naive to believe that a raised cholesterol level is in itself a cause of heart disease. Cholesterol exists in two forms: LDL which is harmful and HDL which is beneficial. It is a little-known fact that some cholesterol is essential to life.

There is also a popular misconception about the role of diet. It is saturated fat rather than cholesterol which raises blood cholesterol, hence a cholesterol-lowering diet is not the same as a low-cholesterol diet.

It will not always be easy to have business lunches and eat healthily, but it is feasible to follow most of the advice in the book; despite its title, this is not a detailed scheme of how to spend the next 12 weeks down to the last Kyrie, but an explanation of scientific principles which are not, alas, always obvious from what is reported in the press.

There are plenty of data aimed at intelligent readers who ask questions and want to be able to act on the answers. The HRA score should change for the better within a mere 12 weeks of doing the right things. As Ashton puts it: "You can train for a marathon in 12 weeks."

The best news of all is that you do not have to. Exercising seven times a week is not significantly better for the heart than a brisk walk three or four times a week.

Within the pages of this book, there are more snippets of good news besides. For example, antioxidants, the naturally occurring substances, may help prevent cancer and heart disease and the fact that giving up smoking produces benefits for the heart within hours of stopping. To some extent one can, after all, make one's own luck.

The author is a London general practitioner. "The 12-Week Executive Health Plan, by David Ashton. Published by Egon Page, £3.99."

PEOPLE

Caradon seeks finance director in wake of Pillar acquisition

Caradon, the building materials group, has moved quickly to reorganise its management structure following its acquisition of the Pillar group of businesses from RTZ.

The purchase, for £200m, was announced in August and completed late last month. As a result of the changes, the group is looking for a new finance director who will become the fifth executive director on the board. Peter Jansen, chief executive, said the group had already started the search.

Caradon had found good

operational management in the Pillar businesses, he says. However, most of Pillar's head office people will stay with RTZ.

Jansen said under the new structure the group's larger businesses would report directly to one of three main board directors to keep communication lines short, while smaller companies will be clustered. The three areas will each have an executive committee chaired by the director in charge.

Daniel Cohen, currently finance director and managing

director of bathrooms and some building products, will be in charge of all the group's European building products businesses. He will give up the finance function when a new person is appointed.

Peter Hewitt will pass his responsibility for heating products and double glazing to Cohen, but take charge of all the engineering, automotive and distribution activities.

Tim Walker, who currently runs the group's US security printing business, will be responsible for all the group's north American activities.

ABB promotes David Denton

David Denton, managing director of ABB Industry, is to become managing director of ABB Industrial Systems, a new company to be formed as part of a restructuring of Asea Brown Boveri's UK operations.

Denton will take on his new role on January 1, and John Trostheim, managing director of the UK company ABB Process Automation, will become president of Ohio-based ABB Industrial Systems.

The new UK company will take over all the activities of ABB Process Automation and ABB Industry, along with the superchargers and district heating activities of ABB Power. Its formation follows ABB's recent announcement of worldwide changes to provide a better customer focus.

■ Damien Barte, formerly associate director of finance at Isoceles, has been appointed finance director of ALLIED LEISURE.

■ Marc Dufour, formerly vice-president personnel with Abbott International in Illinois, has been appointed group personnel director of NORTH WEST WATER.

■ Douglas Sinclair, group finance director of FITTENCRIEFF, has been appointed chief financial officer of Pitmanfield Communications, its US subsidiary.

■ Eileen Carr, acting finance director since January of CLUFF RESOURCES has been confirmed in the post; she first joined Cluff in 1981 and before rejoining at the beginning of the year was employed by the Marc Rich organisation where she was involved in setting up a joint venture in Russia.

New package at Portals

Roy Gardener, the seasoned Portals manager responsible for revamping J.R. Crompton, the teabag papermaker, acquired from the Bazel group in 1990, is stepping aside from the start of January, thus triggering a management reshuffle.

Gardener, 54, who has spent the past four years as Crompton's managing director, has overseen a substantial improvement in productivity and profits, is to undertake a number of special assignments within Portals' core security and specialist papermaking division.

He will also continue as a member of Portals' papermaking division board and as a Crompton director, but will be succeeded as Crompton managing director by Nick Acland, 33.

Acland, who has an MBA from Insead, is moving over from Portals (Bathford), which makes watermarked high security paper for non-currency security documents including the new DSS high security covers for pension and other allowance books. Acland has been managing director there for the past four years.

Keith Brown, 37, will become managing director of Portals (Bathford) which is a "world leader in its market. He will bring to the company broad strategic skills and papermaking experience, which includes the integration phase and subsequent growth at Crompton where he has been a director for three years.

Electronic switches

■ Judith Scott is promoted to Executive Director of DIGITAL COMMUNICATIONS.

■ Anthony Pilkington, formerly director of finance, Europe, based in Paris, has been appointed md of DELCO Electronics Overseas Corporation, in Liverpool, on the retirement of Jack Moore.

■ Alison McGeehan has been promoted to market development director of RADISSE COMPUTER SERVICES.

■ David Carew-Jones, formerly marketing manager of Unilever, has been appointed international marketing director of PILOT SOFTWARE.

■ Richard Provis, formerly sales director of Nexus Payment Systems International, has been appointed md of TRINZIC (UK).

■ Robert Grant, formerly head of the legal department at Jaguar, has been appointed company secretary of McDONNELL DOUGLAS INFORMATION SYSTEMS.

■ Graham White (above left), former sales and marketing director for Hotpoint, has been appointed md of the consumer products division of MITSUBISHI ELECTRIC UK.

■ Angus Drever (above right), has been promoted to become director, copier/fax division of TOSHIBA Information Systems (UK).

■ Ian Ballen has been promoted to become director, international marketing projects for DMS Inc and will split his time between UK and international operations.

■ Ian Ballen, formerly chief executive of Hestair Computer Group, has been appointed md of AT&T ISTEL financial and retail services.

■ Tom Pimmer, formerly md of 3Com UK, has been appointed group md of EUROPEAN NETWORK ENGINEERING.

■ John Kink has been promoted to director of personnel for HEWLETT PACKARD in the UK.

Chem

Invitation to offer to purchase the assets and business relating to the production of plastic and rubber additives

EniChem SPA, headquartered in Milan, Piazza della Repubblica, 16, with fully paid up share capital of Lit 4,250 billion, and registered with the Milan Court, Companies' Registry no. 293559, has received preliminary offers for the plastic and rubber additives business, which is owned by EniChem Synthesis SPA ("ECS"), a wholly owned subsidiary of EniChem SPA. ECS now invites other parties with an interest in acquiring this business to submit offers for this business. Combined offers by more than one party will not be considered.

Since the production activities of this business are integrated with the business producing Alkyldiglycolcarbonate - "ADC" (monomer for optical applications) and Dimethylhexanediol - "DHAD" (intermediate for peroxides), ECS will consider offers which include the assets and the business relating to the production of these two products.

The assets and businesses offered for sale include the entire Pedregal site (Bargamo) and the plant used in the production of plastic additives at Ravenna, whose production plant is interconnected with the ADC and DHAD plant. The 1992 turnover of the businesses being sold, including ADC and DHAD, was approximately Lit 100 billion.

The assets and businesses will be sold in their current condition (de jure and de facto) as at the date of closing and it will be the responsibility of the buyer to ascertain that condition.

For the purposes of this transaction, ECS has engaged the services of Samuel Montagu & Co. Limited ("Samuel Montagu"), to whom interested parties should direct any enquiries. The relevant persons at Samuel Montagu can be contacted at:

Samuel Montagu & Co. Limited
10 Lower Thames Street - London EC3R 6AE, England
Christopher Clarke (Director), Patricia Hudson (Director), David Blake (Assistant Director), Maurizio d'Andria (Assistant Director)
Tel: (44-71) 260 9000, Fax: (44-71) 623 5512

This advertisement is directed only at parties which are incorporated as limited liability companies. ECS will need to be satisfied that interested parties have adequate financial resources to acquire and to fund the future development of the businesses.

Interested parties should register their interest by contacting Samuel Montagu in writing and applying for the information memorandum specifically prepared for the sale.

Registration of interest by fax is acceptable. ECS reserves the right, at its sole discretion and without assigning any reason, to refrain from providing the information memorandum to any interested party. The information memorandum will be sent after a confidentiality agreement has been validly signed by an officer or legal representative of the company and returned to Samuel Montagu no later than 22 November 1993. Together with the confidentiality agreement, interested parties must send financial statements for the last three years, a description of its activities and of the industrial and economic rationale for the investment.

Brokers or agents of any kind must disclose the identity of the company they represent. This represents an invitation to offer but does not represent either a public offer ex art. 1336 of the Italian Civil Code, or a solicitation to public saving, ex art. 1/18 of Italian law no. 216/1974 including successive modifications and integrations. Neither this invitation, nor the receipt of any offers by ECS will create, with respect to ECS, any obligation or commitment to sell to any bidder and, with respect to any bidder, any right to demand any performance whatsoever by ECS (including the payment of any brokerage or advisory fees or expenses). ECS reserves the right to withdraw from negotiations with interested parties without assigning any reason.

Whilst every reasonable effort has been made to ensure that this announcement accurately reflects the Italian text of the announcement appearing in "Il Sole 24 Ore" and other Italian newspapers on 12 November 1993, in the event of any discrepancy the Italian text shall prevail.

This advertisement and the sale procedure are subject to Italian law.

This advertisement, for which ECS is responsible, has been approved by Samuel Montagu & Co. Limited, a member of the Securities and Futures Authority, for the purposes of Section 57 of the Financial Services Act 1986. Samuel Montagu & Co. Limited is acting for ECS in relation to the publication of this advertisement and is not acting for any other persons and will not be responsible to such persons for providing protections afforded to customers of Samuel Montagu & Co. Limited or advising them as to any matter referred to herein.

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(Financial Times 7/10/93)

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INVESTORS CHRONICLE



Andrea Womfor, deputy director of programmes and controller of arts and entertainment at Channel 4, is returning to Granada Television as director of programmes.

Womfor, whose first job in television was at Granada, has been involved in developing programmes such as The Big Breakfast, Drop The Dead Donkey, Without Walls and The Tube. She replaces David Liddiment who left Granada earlier this year to join the BBC. "I have thoroughly enjoyed my four years at Channel 4 but this is an opportunity that I feel I can't refuse," says Womfor, who is a former director of programmes at Tyne Tees Television.

David Worthington Ltd (T/A Chilcotts and Chilcotts Seals & Gaskets)

The Joint Administrative Receivers offer for sale the business and assets of the above company.

Principal features comprise:

- Manufacturer of exhausts, silencers, fuel tanks and gaskets for commercial and off-road vehicles
- Turnover of c£2 million
- Based Telford. Premises 60,000 sq.ft.

For further information contact the Joint Administrative Receivers, Mark Hopton or Amy Davies, KPMG Peal Marwick, 2 Cornhill Street, Birmingham B3 2DL. Tel: 021 233 1666 Fax: 021 233 4350.

KPMG Corporate Recovery

Courtline Plc

The Joint Administrative Receivers offer for sale as a going concern, the business and assets of Courtline Plc.

Principal features comprise:

- Long leasehold premises of 16,000 sq.ft.
- Turnover of £2.4 million
- Modern machinery workshop
- Extensive customer base

For further information contact the Joint Administrative Receivers, Peter Terry or Philip Ramsbottom, KPMG Peal Marwick, 21 James Square, Manchester M2 6DS. Tel: 061 838 4000 Fax: 061 838 4069.

KPMG Corporate Recovery

ANNOUNCEMENT FROM SÜMER HOLDING A.Ş.

As a part of the privatization programme Sümer Holding A.Ş. Offers for sale its Tarsus Textile Dye Industry Plant by sealed tender and sale negotiations procedure.

THE PLANT TO BE SOLD

Tarsus Textile Dye Industry Plant.

AMOUNT OF TENDER BOND

TL 3.000.000.000

- 1- The Information Document and sale specifications of the above plant is available for a fee of TL 250.000, at the General Directorate of Sümer Holding A.Ş., at the address below.
- 2- The plant shall be transferred to the buyer "as is" at the date of signature of the purchase agreement, excluding the receivables and liabilities and inventories of the plant at that date.
- 3- The buyer shall be wholly responsible for all the liabilities arising from the rights and payments which the employees working under labour law 1475 and whose numbers are specified in the Information Document, are entitled to or shall be entitled to by the labour law and the collective agreement.
- 4- The offerors are required to provide an irrevocable, unconditional (payable at first demand) tender bond for an amount of 3.000.000.000 Turkish Liras and valid for a period of at least six months to the below address of the General Directorate. Offers prepared in compliance with the sale specifications should be submitted to the Correspondence Department of Sümer Holding A.Ş. General Directorate at Cankırı Caddesi No: 2 Ulus/ANKARA, not later than 3 P.M. (on December 28, 1993). Delays in post shall not be accepted.
- 5- Sümer Holding A.Ş. is not subject to the restrictions specified in the State Tender Law No. 2886 dated 8th September 1983 and reserves the right to decide whether or not to sell the plant and to extend the deadline of the tender, if deemed necessary.

SÜMER
HOLDING A.Ş.

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Apply Box 82042, Financial Times, One Southwark Bridge, London SE1 9HL.

TAYLOR GOTHAM

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By Order of the Joint Administrative Receivers
Jennifer Taylor F.I.A.A. and Peter Gotham F.I.A.A.

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- Stock of film and some packaging machinery
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Ref: CSE JB

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Principals only need apply.

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London SE1 9HL

LEGAL NOTICES

No. 000297 of 1993
In the High Court of Justice
Chancery Division
Company Court

IN THE MATTER OF
CENTRA INTERNATIONAL
HOLDINGS PLC

IN THE MATTER OF
THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that an Order of the High Court of Justice (Chancery Division) dated 29th October 1993, confirming the appointment of the Receiver of the Capital Redemption Reserve and the reduction of the nominal value of the shares of the Company, was made by the Registrar of Companies on the 29th October 1993.

DAVID 12th day of November 1993
150 Abchurch Lane
London EC4A 3DF
Solicitors for the above named Company
Ref: 244/223/2091.181

No. 000298 of 1993
In the High Court of Justice
Chancery Division

IN THE MATTER OF
MPI FURNITURE GROUP PLC

IN THE MATTER OF
THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that an Order of the High Court of Justice (Chancery Division) dated 29th October 1993, confirming the appointment of the Receiver of the Capital Redemption Reserve and the reduction of the nominal value of the shares of the Company, was made by the Registrar of Companies on the 29th October 1993.

DAVID 12th day of November 1993
150 Abchurch Lane
London EC4A 3DF
Solicitors for the above named Company
Ref: 244/223/2091.181

NOTICE
HUTCHINSON LIMITED
(IN LIQUIDATION)

TAKE NOTICE that the creditors of the above named company are required to send full particulars of their debts or claims to the Joint Liquidators c/o Bristle & Young, Chartered Accountants, PO Box 510, George Town, Great Cayman and to submit them for verification to the Liquidators by the date of the meeting of the creditors to be held on or before 31 December 1993 to enable full particulars of their debts or claims to be included in the Statement of Assets and Liabilities of the Company.

DAVID 12th day of November 1993
G Jones & Co., Joint Liquidators.

LEGAL NOTICES

MAXWELL COMMUNICATION CORPORATION PLC
(IN ADMINISTRATION)

Scheme of Arrangement

Plan of Reorganisation

DM 150,000,000 6% bonds of 1988/1993
ECU 75,000,000 8 1/4% bonds of 1988/1993
SF 150,000,000 5% bonds of 1988/1993

On 26 August 1993, notice was given that the scheme of arrangement in England (the "Scheme") and the plan of reorganisation in the United States (the "Plan") became effective on 28th July 1993. The Administrators are now in a position to proceed with the arrangements necessary to enable distributions to be made to Scheme Creditors when they become available.

In consultation with Bayerische Vereinsbank AG, the agent bank for the Deutsche Mark and ECU bonds, and Swiss Volksbank, the agent bank for the Swiss Franc bonds, (together the "Agent Banks"), the Administrators have made special arrangements for payment of distributions to bondholders under the Scheme and the Plan.

In order for bondholders to receive distributions under the Scheme and Plan they must exchange their bonds for distribution certificates (containing 15 individual distribution coupons).

Notice is hereby given that the distribution certificates are available for exchange against surrender of the bonds as from November 18, 1993.

If your bonds are deposited with a custodian bank those bonds will be exchanged through the custody clearing system (Clearnet, Cede, Deutsche Kassenverein and Schweizerische Eidgenossenschaft Aktienregister) or between the custodian bank and the respective Agent Bank and distributions will be paid to you by the same method that any interest payment under the bonds would have been made to you.

If you or your custodian bank hold definitive bonds, those bonds should be surrendered to the relevant Agent Bank at the following address:

Bayerische Vereinsbank AG
Am Tucherpark 12
80311 München
Federal Republic of Germany
Attention: ZGA 61

Swiss Volksbank
Bahnhofstrasse 53
8021 Zürich
Switzerland
Attention: WAG/VEGE

The Agent Banks have expressed a preference for individuals holding definitive bonds to surrender those bonds via their own bank rather than to the relevant address noted above.

In order to ensure that you are able to participate in distributions, please surrender your bonds as soon as possible.

Further notices relating to the timing and method of payment of distributions will be placed at least 7 days before a distribution is made in the following publications:

Bundesanzeiger
The Financial Times (European edition)
Handelsblättern
Frankfurter Allgemeine Zeitung
Luxemburger Wort

AND NOTICE is further given that the said Position is directed to be heard before Mr Justice Bristle at the Royal Courts of Justice, Strand, London WC2A 2LL on Wednesday the 24th day of November 1993.

Any Creditor or Shareholder of the said Company desiring to oppose the making of an order for the confirmation of the said arrangement or the making of the said order should appear at the time of the hearing in person or by Counsel for that purpose.

A copy of the said Position will be furnished to any person requesting the same by the undersigned Solicitors on payment of the Regulated Charge for the same.

Dated the 12th day of November 1993
CLIFFORD CHANCE
200 Abchurch Lane
London EC4A 3DF
Ref: RVC
Solicitors to the Company

No. 000299 of 1993
In the High Court of Justice
Chancery Division

IN THE MATTER OF
HOARE GOVETT SECURITIES LIMITED

IN THE MATTER OF
THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that a Petition was presented to Her Majesty's High Court of Justice, Chancery Division on 26th October 1993 for the confirmation of the arrangement of the capital of the above named Company from £200,000 to £247,200.

AND NOTICE is further given that the said Position is directed to be heard before Mr Justice Bristle at the Royal Courts of Justice, Strand, London WC2A 2LL on Wednesday the 24th day of November 1993.

Any Creditor or Shareholder of the said Company desiring to oppose the making of an order for the confirmation of the said arrangement or the making of the said order should appear at the time of the hearing in person or by Counsel for that purpose.

A copy of the said Position will be furnished to any person requesting the same by the undersigned Solicitors on payment of the Regulated Charge for the same.

Dated the 12th day of November 1993
CLIFFORD CHANCE
200 Abchurch Lane
London EC4A 3DF
Ref: RVC
Solicitors to the Company

Leisure and Industrial Holdings Limited Cotswold Buildings Limited Lewes Road Sawmills Limited (All in Receivership)

Standlake, West Oxon.

Established manufacturer and national retailer of concrete garages, timber sheds and summerhouses, and timber and aluminium green houses and conservatories.

- Annual turnover £4 million
- Skilled workforce
- 10 acre freehold site
- 19 showcentre sites, of which two are freehold
- 170 retail agents

The group's manufacturing facility and headquarters are located at its freehold site situated near Standlake, West Oxfordshire.

For further information, please contact the Joint Administrative Receiver, Edwin Ansell or Alyson Stewart, Grant Thornton, 1 Westminster Way, Oxford OX2 0PZ.
Tel: (0865) 244977. Fax: (0865) 724420.

Grant Thornton

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All advertisements are accepted subject to our standard Terms and Conditions, copies of which are available by writing to The Financial Times, One Southwark Bridge, London SE1 9HL. Tel: 071 873 3064

BUSINESS FOR SALE

Duncan Lacey & Bros Ltd

The Joint Administrative Receivers offer for sale the business and assets of the above company as a going concern.

Principal features include:

- ◆ Wholesalers and retailers of frozen foods
- ◆ Turnover approximately £2.5 million per annum
- ◆ 14,000 sq ft of property available either as freehold or leasehold
- ◆ Based in Kent

For further details, interested parties should contact Paul M Davis or Ivor B Richards, Joint Administrative Receivers, quoting reference number C-2311, at Levy Goe & Partners, Western House, 56 Dingwall Road, Croydon CR9 0XH.
Tel: 061-681 8388 Fax: 061-681 8402

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Melanie Miles on 071 873 3308

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EUROPE'S BUSINESS NEWSPAPER

Touche Ross

The Tomkinson Group (In Administrative Receivership)

The Joint Administrative Receivers, P. H. Bendall and N. J. Dargan, offer for sale the business and assets of this old established and highly respected group of companies, which operates principally in the North West, as detailed below:

Wm Tomkinson and Sons Limited

- General building contractors;
- Annual turnover £10 million;
- Ongoing work of approximately £3 million;
- Skilled workforce;
- Freehold premises in central Liverpool, comprising approximately 22,000 sq. ft. of office and workshop premises, secure yard and car parking area.

Merseyside Plumbing Company Limited

- Specialist metal roofing and metal services contractors;
- Annual turnover £4 million;
- Work in progress of approximately £400,000;
- Skilled workforce.

Decorators (Liverpool) Limited

- Pyrotherm fire retardant product division and Decorating division;
- Annual turnover £4 million split equally between the two divisions;
- Freehold premises in central Liverpool, of approximately 22,000 sq. ft. with a yard area on a 2 acre site housing a Pyrotherm production unit;
- Blue Chip customer list.

Tomkinson Specialised Services Limited

- Building maintenance contractors;
- Annual turnover of £1 million.

For further information, please contact Paula Williams or Tim Hargreaves at the address below.

4th Floor, Martins Building, 4 Water Street, Liverpool L2 8LY.
Tel: 051 236 0941. Fax: 051 236 2077.

Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

Touche Ross

Chairleath Limited (In Administrative Receivership)

John Wilson and Lindsay Kennedy Denney - Joint Administrative Receivers - offer for sale the Assets and Undertaking of the above specialist high quality Joiners and Bar Fitters.

- Freehold premises comprising office accommodation, machine shop, joinery shop and spray shop totalling approximately 11,000 square feet, with good parking facilities.
- Clients include well known national names in the leisure industry.
- Last recorded turnover year to 30 September 1992 is £1,540,000.
- Local experienced workforce.

For further information please contact John Wilson or Sheila McGarvey-Mortimer in Leicester on 0533 543598 or at the company in Derby on 0332 773160.

St. John's House, East Street, Leicester LE1 6NG.
Tel: 0533 543598. Fax: 0533 552055.

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TECHNOLOGY

Many drug companies have stopped developing contraceptives, writes Clive Cookson

Concepts for a fertile market



Contraceptives have become a Cinderella subject for pharmaceutical research. No fundamentally new techniques have been developed since the "pill" 30 years ago, and even the long-term contraceptives recently introduced in the US and some European countries - Depo-Provera injections and Norplant implants - originated in the 1960s.

At last month's Population Summit, held in India by the world's scientific academies, Kerstin Hagenfeldt of Stockholm's Karolinska Hospital estimated that global funding of contraceptive R&D amounts to just \$87m (£41m) a year, of which governments and non-profit organisations provide 61 per cent and pharmaceutical companies 39 per cent. This is little more than 2 per cent of worldwide contraceptive sales (worth between \$2.6bn and \$2.9bn a year).

"Many large pharmaceutical firms that in the 1960s and 1970s played an active and essential role in developing contraceptive products have stopped their activities in this area in the last decade," Hagenfeldt said.

The world contraceptive market is currently dominated by four companies: Johnson & Johnson and American Home Products of the US, Schering of Germany and Akzo of the Netherlands.

Reasons put forward for the

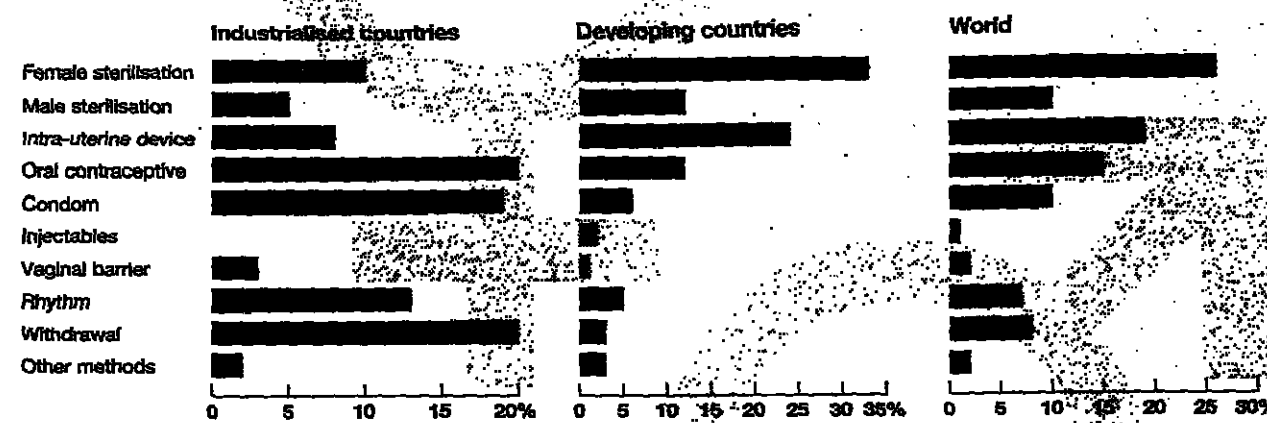
industry's diminishing research activity include more stringent regulatory requirements than for any other type of drug, a risk of expensive product liability lawsuits of the sort that drove the Dalkon Shield manufacturer A H Robins to bankruptcy in 1988, and opposition to contraception by the Roman Catholic church and other religious groups.

"Contraceptive development is difficult in the sense that you're dealing with products that may be used by perfectly healthy people over many years. They therefore have to be extremely safe and effective," says Hans Vemer, international medical director of Organon, Akzo's pharmaceutical subsidiary.

The basic principle of hormonal contraception is to use synthetic sex hormones (oestrogens and/or progestogens) to suppress ovulation. The hormones also thicken the cervical mucus, making it more difficult for sperm to enter the uterus, and thin the endometrium (lining of the womb) so that a fertilised egg is unlikely to implant and grow.

Although today's contraceptive pills work in fundamentally the same way as their forerunners 30 years ago, they

Prevalence of different contraceptive methods



contain a different balance of hormones in lower doses. The standard "combined pill" now has only 30 micrograms of oestrogen, compared with 150 micrograms in the 1960s. There is also a range of "multi-phasic pills" in which the doses change during the month.

Long-term clinical studies sponsored by the World Health Organisation show that the pill is safe, despite the health scares of the 1980s - so safe indeed there are moves in the

US to permit the dispensing of oral contraceptives without a prescription. The pill may slightly increase the risk of developing breast cancer and heart disease, but it has a protective effect against some cancers of the reproductive system. Long-term use reduces the chance of developing ovarian cancer by 40 per cent.

Oral contraceptives are highly effective at preventing pregnancy when taken regularly but they are liable to fail

through forgetfulness or gastric upsets. Therefore, researchers have been working since the pill's introduction on more reliable ways of administering contraceptive hormones.

The two injectable contraceptives in worldwide use today, Depo-Provera and Norplant, were invented in the 1960s. They are prescribed extensively in some developing countries, but health concerns and political controversy have kept them off the market in

several industrialised countries. The US finally approved Depo-Provera last year after its manufacturer, Upjohn, won a 25-year battle to convince the Food and Drug Administration it was safe.

Depo-Provera contains tiny crystals of progestogen suspended in a water-based solution which is injected every three months into the muscle of the buttocks or arm. The hormones leeches slowly into the bloodstream from the

crystals. Its failure rate - about two pregnancies per 1,000 women per year - is considerably lower than the pill.

More recently, WHO has sponsored the development of two monthly injectable contraceptives, Mesigyna and Cyclofem, which contain a combined low dose of oestrogen and progestogen. They avoid the main side-effect of Depo-Provera - irregular menstruation. Both are being manufactured locally in several developing countries.

Norplant, an implant to prevent pregnancy for up to five years, was designed in the 1960s by the Population Council, a charity based in New York, and developed during the 1970s by Leiras, a contraceptive manufacturer in Finland. They are licensing it for sale by various international drug companies. It was launched in the US two years ago by American Home Products and in the UK last month by Roussel of France.

Norplant consists of six flexible rubber rods, each about the size of a matchstick, which are inserted (under local anaesthetic) beneath the skin of the upper arm. They release progestogen at a steady rate into the bloodstream. If the woman wants to conceive, the capsules are removed.

According to Hemant Shah, a US pharmaceutical analyst, Norplant sales shot up from \$50m in 1991 to \$140m in 1992, but are likely to fall to about \$110m in 1993. The decline is not a sign of disinterest but a result of Norplant's long-term action; the women most enthusiastic about the implant had it fitted last year. However, some state authorities have aroused controversy by allegedly putting unfair pressure on teenagers from deprived and minority backgrounds to accept Norplant.

Several second-generation implants are in clinical trials and are expected to reach the market before the end of the century. One is Norplant II, which has two rods rather than six. Another is Implanon, a single rod system developed by Organon, which provides two to three years of reliable contraception; it is injected

under the skin with a hypodermic syringe.

Vaginal rings are a third type of long-acting contraceptive undergoing clinical trials. They release hormones slowly through the skin of the vagina. Candidate rings have been developed by Organon, the Population Council and WHO. Unlike implants and injections, they can be inserted or removed by the user without professional help.

Another technique, pioneered by Leiras, is to combine hormonal contraception with the intra-uterine device, its Levonova IUD, recently approved for sale in three Scandinavian countries, releases very low doses of progestogen directly into the uterus for up to five years.

All today's contraceptive drugs - as opposed to barrier methods such as condoms which are not covered in this article - are based on hormones. An entirely different approach is to produce a birth control vaccine, by inducing the immune system to immobilise either sperm or eggs or one of the hormones that are essential for human reproduction.

Six contraceptive vaccines with various mechanisms of action are in the early stages of clinical trials, although the safety and efficacy requirements are so stringent that none will be available commercially until the next century.

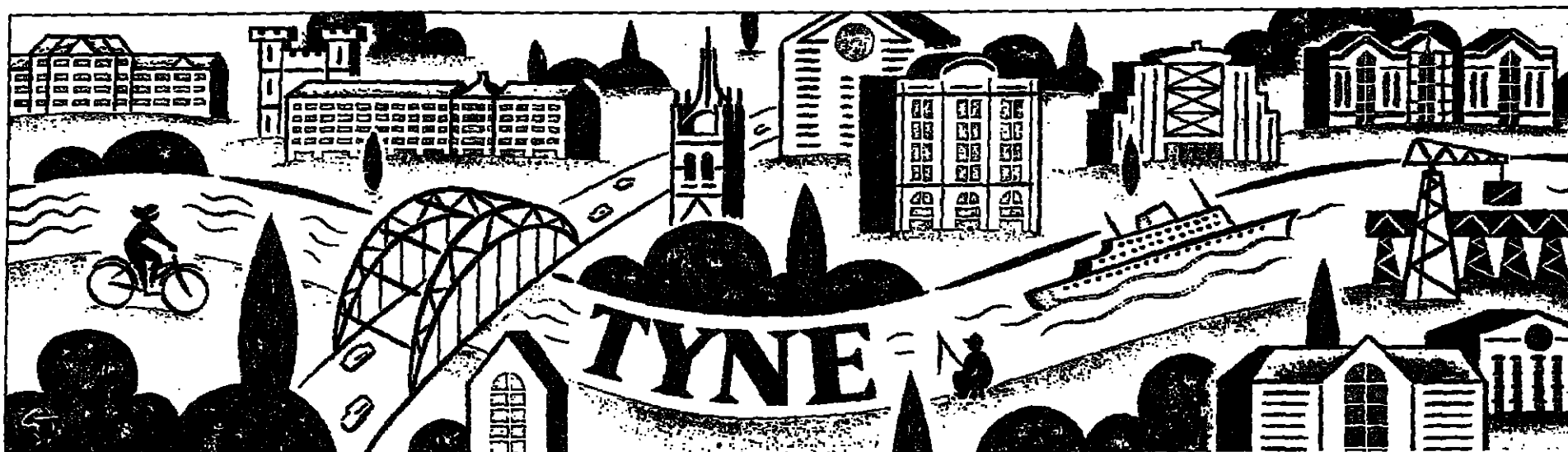
The immunological approach could produce a safe male contraceptive - and satisfy complaints that all products so far, apart from the condom, have been aimed at women.

"Since a man produces millions of spermatozoa at a time, it is far more difficult to develop an adequate oral or hypodermic contraceptive for men," says Willem Bergink, director of Organon's fertility research programme.

But he knows some women are infertile because they produce antibodies against sperm. The solution may be to make men produce antibodies against their own sperm.

The series continues next month with an article on obesity.

All Articles over the last six months have been published in the following issues:	
Autism	15 October
Diabetes	17 September
Epilepsy	27 August
Artificial	27 July
Menopause	25 June
Alzheimer's	24 May



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THE BIG FOUR BANKS OF TYNE AND WEAR



Worth Watching Della Bradshaw

Only electronic CVs need apply

The New York Times has developed a high-tech way for job-seekers to apply for positions advertised in the newspaper.

For \$40 (£26.40) job-hunters register their CV on its FastTrack database, either by filling in a form, faxing off a written résumé or entering the data electronically. Then if a job is advertised for which he or she wants to apply, the job-hunter authorises the CV to be sent to the advertiser by keying in the appropriate code, using a touch-tone telephone.

The system has been developed by Information Kinetics, of Chicago. New York Times: US, 212 556 1234. Information Kinetics: US, 312 336 0787.

Herbal remedies growing wildly

An increasing number of European consumers are using herbal and homeopathic remedies rather than conventional drugs, according to the latest report from management consultants Datamonitor.

Belgians have the highest consumption rate, spending an average of \$8 (£6) annually per head on homeopathic remedies. But consumption is growing most quickly in the UK - by more than 15 per cent between 1987 and 1992 - with Nelson and Weleda the market leaders.

The biggest single market in Europe is in Germany, where consumers bought \$1.3bn worth of homeopathic and herbal remedies last year. Datamonitor: UK, 071 625 3549.

CFCs make a hasty exit

With manufacturers gearing up to phase out ozone-depleting cleaning fluids in 1994, a number of products and processes are appearing to replace materials which contain chlorofluorocarbons.

In Faulbach, Germany, Grassmann WLS has developed a dry process for cleaning printed circuit boards in electronics manufacture. The process involves putting the boards in a

plasma chamber where a high-frequency generator breaks down the normal bond between the electrons and the atomic nuclei in the offending particles, burning them off the surface. The Grassmann machines are distributed in the UK by Parkheath of Cardiff.

Grassmann: Germany, 9392 8030. Parkheath: UK, 0222 462230.



To catch a thief

When many burglar alarms ring it is just as likely to be the local cat as a felon that sets them off. However, the latest camera-on-a-microchip could help the owners of the premises to verify the presence of the thief before the police are called.

Once the alarm sounds the mini camera transmits video images of the break-in (or false alarm) down a telephone line to a control centre. The TVX camera, developed by Edinburgh University and TVX International, of Heme Hempstead, costs a quarter of the price of traditional video surveillance systems and can be added to existing alarm systems.

TVX: UK, 0442 216589.

Putting nature in the dishwasher

Soap powder-toothpaste specialist Colgate-Palmolive has turned to nature to produce its latest tough-acting dishwasher powder, Palmolive Ultra.

Palmolive Ultra, which is on sale in the US, contains a cocktail of enzymes which has been specially selected to attack dried food or ingredients which produce particularly stubborn stains.

Colgate-Palmolive has applied for patents to cover the enzyme action, a process which took five years to develop. Colgate-Palmolive: US, 212 310 2000.

Happy campers on the Euro trail

Alastair Macaulay eavesdrops on an imaginary conversation after the show

THE SCENE: Joe Allen's restaurant near Covent Garden, London, or any place where theatricals hang out after shows. An obscure and no-longer-young thespian reads up to half the star of the West End's latest opening.

Theatrical: Darling! I hear your new show's a wow! And the first night had a really amazing audience!

Anita Dobson (for it is she): Why, yes! Edwina Currie and Julian Clary, Alan Whicker and Mike Nolan, Hugh Laurie and Stephen Fry, Paul Nicholas and Victor Spinetti, Esther Rantzen and Ronnie Corbett...

Theatrical (green with envy, interrupting): Fabulous! Is yours a big role?

Anita (modestly): Well, I'm the star...

Theatrical (now sea-green): Really? So who do you play?

Anita: Well, I'm an Italian has-been who competes the EuroVision Song Contest, and who becomes psychically possessed by the Spirit of Europe, and I play agony-uncle to two English queens, who are pursued by the ghosts of the Emperor Hadrian and his lover Antinous...

Theatrical (who has changed hue to red): Now, when you say queens...

Anita: Yes, the show's all about gay men and coming out.

Theatrical: Two of the international singers have an affair, too the Spanish singer and the Greek.

Theatrical: So it's a really bold show like *Ben!*

Anita: No, it's more fun...

Theatrical: What's like *Torch Song Trilogy*?

Anita: No, no, lighter and happier than that. And I help the gays to love each other properly.

Theatrical: And do you have a love-affair too?

Anita: No, I just play their fairy god-mother.

Theatrical: And there are songs?

Anita: Oh yes, I sing "Belweiss" in my Italian accent - "E-della-wiss". The rest are funny EuroVision-type songs written by Jason Carr - who's a little love. At the end, the Greek singer wins the Contest with "Bin-Ban-Bon!" On the first night the audience all clapped in time; and they were all given CDs of the song with their free programme, wasn't that a marvellous idea?

Theatrical: So it's a musical?

Anita: Not really. The two English queens - that's James Dreyfus, who's tremendous as Gary, you can't believe how camp he is, and Charles Edwards as Kevin - don't sing, and neither do Hadrian and his boyfriend.

Theatrical: I don't understand this thing about being psychically possessed...

Anita: Well, you know how Hadrian is a great gay hero, because he had more works of art made in honour of Antinous than have ever been made of anyone else in history. So he and Antinous inspire people even now. But, because not enough gay men love each other properly, the Spirit of Europe suddenly starts to haunt me, and makes me make them love more.

Theatrical (feebly): ...The Spirit of Europe?

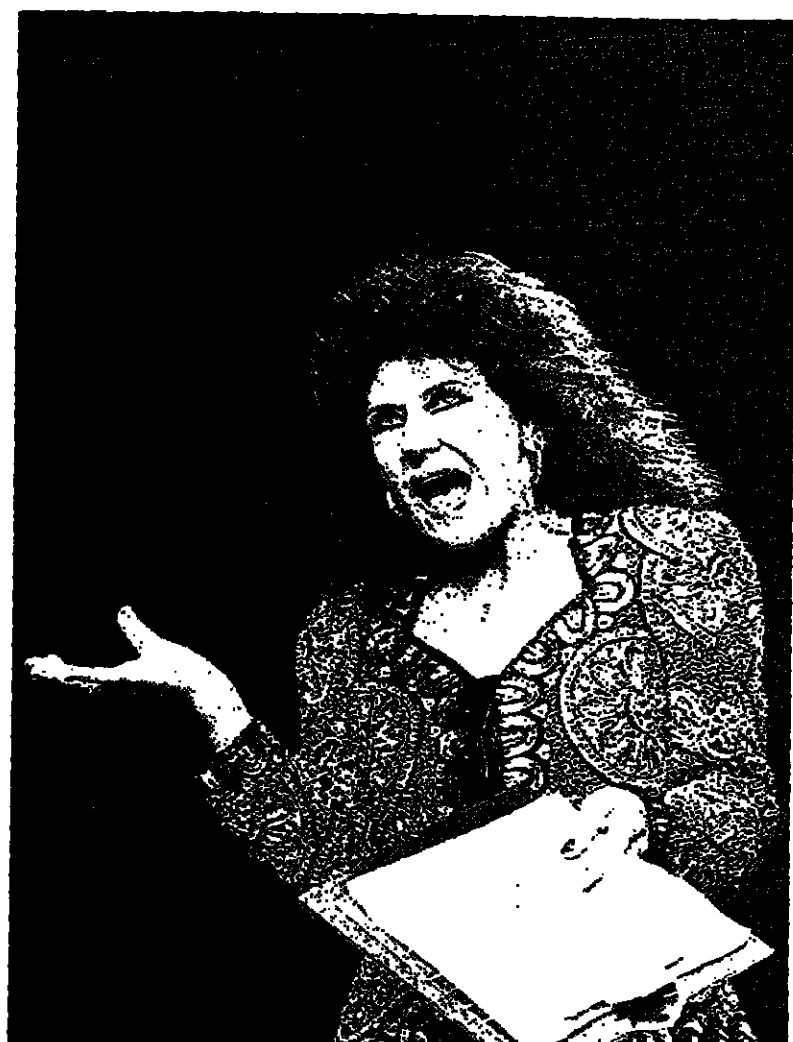
Anita: Yes, this being Maasricht year and all that...

Theatrical (stunned): But you don't mean that Maasricht will mean more gay love, do you?

Anita: Absolutely not. In fact, I tell the English boys that they're lucky not to be Italian. Italian men are too caught up on being macho to know about love.

Theatrical: But the show treats Europe seriously?

Anita: Oooh, no. The Greeks and Spaniards and Italians in it are just jokes.



Anita Dobson: psychically possessed by the Spirit of Europe...

Theatrical: And it's produced by Andrew Lloyd Webber and the Really Useful Company?

Anita: Yes! And Tim Luscombe not only wrote it all, he directs too. What a clever sweetheart he is! The beginning's a bit leaden, but it warms up when I come on.

Theatrical: What's your funniest line?

Anita (in low, creamy, Euro-compère voice): "Grazie, Macedonia."

Theatrical (hopefully): So it's utterly camp?

Anita: Er... Yes.

Theatrical (with relief): Darling, I can't wait to see it.

'Eurovision' is at the Vaudeville Theatre, WC2, 071-836-9887

Concerts in London

American influences

The billing for Wednesday's concert by Music Projects/London was "American Counterpoints", but this really applied only to Steve Reich's ingenious *Vermont Counterpoint* for one live flute and ten more on tape; and maybe, to Colin Matthews' *Hidden Variables*, which is in part a mischievous send-up (British) of American minimalism and post-minimalism.

Still, what's in a name? In this case, the official but purely notional tie-in with the American Art show at the Royal Academy. (There have been people there who came expressly to match their impressions of American abstract painting against aural Reich and John Cage, but how would one know?) Forget the label: this was a concert (full of lively imagination, from the planning to the execution - bright, inquiring, funny and exhilarating).

Music Projects/London was set up by the conductor Richard Berris, a good while ago. Their distinguished seniors, the London Sinfonietta, have enjoyed more continuity of personnel: but the MP/L's track record must by now make them the leading young challengers. In the Queen Elizabeth Hall on Wednesday, it seemed to me - I may be wrong - that there were many more under-25s than the norm for the price of Sinfonietta concerts.

Yet that was not because the MP/L programme was hot-off-the-stove stuff. On the contrary, it treated us to ancient scotch Charles Ives, and John Cage in his least-known period (a 1947 ballet score for Merce Cunningham, *The Seasons*), along with the more recent Reich and Matthews. The ten minutes of Reich's fresh, extremely clever multi-flute

exercise were entirely justified by Nancy Ruffier's solo playing. The Cage score finds him somewhere between tranquil, mock-naïve formalism and an active urge to scrap Western musical paraphernalia altogether; fascinatingly dull, not just dull.

MP/L is distinguished above all for its cutting edge and its verve. In Ives's three "Theatre Orchestra Sets" - the fullest versions that I've heard, carefully traced back to the first drafts - everyone in the ensemble leapt to their opportunities, with full prompting from Berris. Almost every piece in these ragbag collections has a different instrumentation, anything from a woozy wind-band to sighing strings, and each strikes sparks off some unheard-of idea. That cornucopia of random inspirations, whether radical or just gleefully silly, was wonderfully bracing to hear. (Some FT readers might like to know that Ives was all his life a professional insurance man, apparently with great actuarial breakthroughs to his credit.)

Matthews' heady-earred diatribe, which features scathing parodies of John Adams in particular and other trendy Americans wholesale, has its own musical sense and weight too, as the MP/L team made clear. We were hearing the new "chamber" version of *Hidden Variables*, most obviously in its reduced strings. Aply tacky, I thought: the budget forces focussed the implausibility of what Adams gets away with on Hollywood-scale strings.

veying an older, milder brand of American music: Samuel Barber's *Violin Concerto* of 1940. This expert piece of musical craftsmanship, with its curvaceous Richard Strauss-goes-to-New-England first movement, gently moody middle and dashing finale, is today more liable to elicit under-praise than encourage over-estimation.

It offers no challenge to the listener, no adventure, no threat of uncharted emotional experience; but within their self-ordained limits its musical qualities remain effortlessly graceful and delightfully fresh. Perhaps a grander style of musical address, a ripper rhetorical character was intended by Barber than Perlman essayed in the solo-writing, or than Previn charged from the orchestral accompaniment; but for shining sweetness and purity of style this violinist has no equals today.

This was altogether a fine, civilised performance, and after the interval Previn and the LSO matched it with an Elgar *Second Symphony* of easy flow and sustenance of symphonic argument. Again, certain Elgarisms in the audience might have found their cravings for passionate engagement with the score's melodic shapes unsatisfied (from Elgar's own recording of the work with the LSO we know how high a value he set on full-bodied portamento string-phrasing). But in its truthful, unflinching authority, Previn's command of the symphony is now solidly impressive from first note to last.

David Murray

Max Loppert

Recital/Richard Fairman

Sergey Leiferkus

Although the freedom to travel has encouraged ever more striking young Russian singers to forge careers in the West, those who managed to establish themselves in the dying days of the communist era still hold their place proudly. Among the many baritones, Sergey Leiferkus remains supreme on the international stage.

It is almost ten years since I first heard Leiferkus in *Aida* at the Mariyinsky (then Kirov) Theatre in St. Petersburg. The scorching, which Leiferkus uses sparingly, even when he did find it for Tchaikovsky's desolate "Again, as before, I am alone", it is worth remembering what his compatriot Olga Borodina has achieved in the same song. Where Leiferkus was soft-

edged, withdrawn, keeping Tchaikovsky's cooing in his own private world with eyes closed, Borodina peered openly into the black depths of despair.

Comparisons, though, rarely go against Leiferkus. Perhaps the programme included an undue number of songs that ended with a chance to show off those impressive top F's and G's. Otherwise, this recital, gloriously sung, tellingly interpreted, and with an able accompanist in Semion Skigin, showed Russia's leading baritone at the peak of his art. It is excellent news that he is to record the songs of Musorgsky. The other Russian song composers should follow soon.

Museum of London music festival

A world music festival celebrating the capital's abundance of traditional music is to be held on November 20-21 at the Museum of London. A part of the museum's new exhibition, *The Peopling of London*, it includes music from Irish, Jewish and Somali groups.

On the Saturday Taxi Fata Pata present jazz from Zaïre in an evening concert. On Sunday afternoon, broadcaster Andy Kershaw presents traditional London music which includes

Disbari, an East End ensemble playing Bengali folk music and Royce Klezmeres, an all woman East European trio playing wedding music. Entry on Sunday is free.

The main exhibition, which runs until May 15 1994, looks at London's current ethnic and cultural diversity in the historical perspective of 15,000 years of settlement from overseas.

The Peopling of London, Museum of London, London Wall, London EC2.

Car designed by nature



Pure sculpture: the Ferrari 166MM (the Barchetta) competing in 1949. The photograph is part of the Ferrari exhibition at the MOMA, New York

nesses is due to its purity of purpose: to transport a single human being around a track as quickly as safely possible. Its shape is determined by the laws of aerodynamics; it is virtually designed by nature. Every feature is geared towards holding the road at speeds in excess of 200mph. Nothing is superfluous.

To emphasize the point, we find a computer-generated profile of the racer - a minor piece of Op Art in its own right - and a scale model used in the wind tunnel to work on aerodynamic detail. It seems, most unfairly, that British designer

John Barnard had only to provide a skin with which to clothe a pre-ordained anatomy of cockpit, gearbox and engine. The latter, with its matt-black cast-iron and curling pipes of gleaming, patinated aluminium, is one of the most pleasing objects in the show.

Ferrari's first production car, represented here by a 166MM of 1950 with a *Barchetta* or little boat body, was both racer and road car. Its fluid curves and elegant streamlining speak of the 1930s aesthetic of speed. This is pure sculpture. Its form is determined not by the effects of wind, drag or down-

force but by the desire to create an object of beauty. Like bronze sculpture, the steel shell was even hammered into shape by workmen. As a result, no two cars are the same. As befits this more innocent age, design drawings are executed in children's coloured pencils. Federico Formenti's design for the spyder version in 1949 endearingly includes a driver drawn to scale sporting helmet and goggles.

Racing and road car design was soon to take divergent paths. The F40 here was made to celebrate Ferrari's 40th year, one of a limited edition of

1,000. When the F40 made its debut a year before Enzo Ferrari's death in 1988, it was said to be the fastest road car available. Once again, Ferrari had brought to the production car a technical standard of performance only usually found in a racing car. Unsurprisingly, the F40 looks just like one.

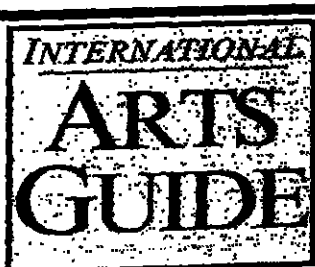
Given the dependence of their design on our understanding of physical laws, Formula 1 racers inevitably look very much alike. There is no comparable conformity of design for high performance passenger sports cars. Optimal performance is compromised by considerations of space, comfort and the ability to travel at low speeds. In this market, styling is crucial.

Virtues are made out of necessities. The F40's most distinctive feature - the 13 conical-out triangular air vents that cool the powerful turbo-charged engine - are purely functional. In its overall design the F40 bears the unmistakable imprint of the 1980s with its tight-waisted, lipstick-glossy body, awkward elbows and aggressive angles. There is no doubt that this is a flashy and mean machine.

As guests at the private view cooed over the soft curves, leather lining and glinting marine tints of the *Barchetta*, the American Modernist architect Philip Johnson, admiring the F40, assured me that "in 40 years time, this is the car that everyone will prefer."

Susan Moore

Designed for Speed, made possible by a grant from Ferrari S.p.A. continues at The Museum of Modern Art in New York until March 1, 1994.



LOUVRE

Next Thursday promises to be an important milestone in the development and extension of the Louvre in Paris. The Richelieu wing, for years occupied by the French Ministry of Finance and now converted into gallery space, will be inaugurated by president François Mitterrand, at a ceremony marking the 200th anniversary of the conversion of the former royal palace into a museum.

With an extra 22,000 sq metres of space, the Louvre now overtakes the Metropolitan in New York as the biggest museum in the world. The Richelieu wing houses collections of Islamic art, medieval art (including the Treasury from the Abbey of Saint-Denis), paintings from the Northern Schools and French paintings from the 15th to 17th centuries.

The interior of the wing has been largely remodelled by the removal of modern interior walls and false ceilings. Only the salon

of Napoleon III and the staircases leading to the second floor have been retained. The most dramatic innovation is the creation of three covered courtyards. Two of them display French sculpture under gigantic glass roofs, while the third is a reconstruction of two facades of the Assyrian palace of Khorsabad, with its monumental winged bulls.

Another novelty is an escalator to take visitors from the pyramid to the top floor of the Richelieu. IM Pei, the Chinese American architect who has been consultant and coordinator for the rebuilding, believes the escalator is the only way to ensure that a significant number of visitors bother to travel to the top-floor paintings section.

There will be a new exhibition space in the Cour Carrée in space freed by the removal of the second floor works. Every month, the room will host a painting of the month, a work which has been newly acquired or restored or attributed, complete with explanatory texts. The first is a view of the Salon Carré by 18th century French artist Gabriel de Saint-Aubin, which was purchased this autumn.

EXHIBITIONS GUIDE

BALTIMORE
Watkins Art Gallery Sacred Art of Ethiopia: an exhibition tracing the Christian history of Ethiopia through 100 icons, illuminated manuscripts and liturgical goldenmiths' work from the fourth

to the 18th centuries. Ends Jan 9. Closed Mon
Museum of Art William Paley Collection: 70 works by Cozzana, Mattia, Picasso and others. Ends Jan 9. Closed Mon and Tues

BARCELONA
Museu Picasso Picasso and the Bulls. Ends Jan 9. Closed Mon (Carrer Montcada 15-19)

BOLOGNA
Museo Civico and Pinoteca Ludovico Carracci (1555-1619): an attempt to improve the image of the less gifted member of an extraordinary family. Ludovico remained in Bologna, while his better-known cousins, Annibale and Agostino, were head-hunted by Cardinal Farnese to decorate his Roman palace. Ends Dec 12.

CHICAGO
Art Institute Max Ernst. Ends Nov 30. Daily

DORTMUND
Museum für Kunst China's Golden Age: 120 art objects from the Tang Dynasty (AD618-907). Ends Nov 21. Daily

FLORENCE
Galleria del Costume di Palazzo Pitti Fashion at the Court of the Medici. Ends Dec 31.
Museo Pecci Robert Mapplethorpe. Ends Jan 7. Closed Tues

HILDESHEIM
Roemer und Pelizaeus Museum Bernhard von Hilleshelm: silk, crystal, illuminated manuscripts, wall coverings, goldsmiths' work

and other treasures marking the 1000th anniversary of the influential bishop. Ends Nov 28. Daily

LAUSANNE
Musée des Arts Décoratifs Contemporary Japanese Posters: 100 examples illustrating the more subtle style of oriental poster culture. Ends Jan 23. Closed Mon Musée Cantonal des Beaux-Arts François Bodard: 60 paintings of the 19th century artist and his contemporaries. Ends Nov 28. Bill Viola (b1951): Installations by the American video artist. Ends Nov 28. Closed Mon

LONDON
Victoria and Albert Museum Art of Holy Russia: the most revelatory exhibition in London this year, comprising paintings, engravings, sculpture and liturgical objects from the vast collection created a century ago in St Petersburg by Tsar Alexander II. Ends Jan 8. Daily Accademia Italiana Renaissance Florence: The Age of Lorenzo the Magnificent 1449-92. Ends Jan 23. Daily Royal Academy of Arts Great Master Drawings from the Getty Museum. Ends Jan 23. American Art in the 20th Century. Ends Dec 12. Daily Whitechapel Art Gallery Lucian Freud. Ends Nov 21. Closed Mon Tate Gallery Ben Nicholson. Ends Jan 9. Daily British Museum Drawings from Chatsworth. Ends Jan 8. Daily Marlborough Fine Art Francis Bacon: portrait studies. Ends Dec 3. Hayward Gallery Alphonse Mucha: retrospective of the Czech Art

Nouveau artist. Ends Dec 12. Roger Hilton: 100 works by one of the most vital British painters of the postwar period. Ends Feb 6. Daily National Portrait Gallery Thomas Eakins: retrospective of the 19th century American portraitist. Ends Jan 23. Daily National Gallery The Wilton Diptych. Ends Dec 12. Ken Kiff: a sampling of the work of the Gallery's second associate artist. Ends Jan 9. Daily

MANCHESTER
City Art Gallery Europe Without Walls: art, cartoons and posters reflecting the momentous events in eastern Europe in 1989 and the tensions they unleashed. Ends Jan 16. Daily

MANNHEIM
Reiss-Museum The World of the Maya: 300 examples of early Indian art from Central America before the Spanish conquest. Ends Jan 16. Closed Mon

MANTUA
Palazzo Te Giulio Romano: drawings by Raphael's most distinguished pupil, many of them preparatory studies for the frescoes in the glorious Gonzaga hunting lodge nearby. Ends Nov 21. Closed Mon

NEW YORK
Museum of Modern Art Joan Miro. Ends Jan 11. Robert Ruyman. Ends Jan 4. Closed Wed Metropolitan Museum of Art The Ansbach Collection. Ends mid-Dec. Master Drawings of the Hudson River School. Ends Dec 28. Closed Mon

PARIS
Versailles Palace Versailles and the Royal Tables of Europe from the 17th to 19th centuries: against a magical decor, around 1000 exhibits of French silverware and Sevres porcelain bring back the splendour of royal table settings which, in the image of Versailles, shone from Portugal to Denmark, from Austria to Russia. Ends Feb 27. Closed Mon Musée d'Orsay From Cézanne to Matisse: Masterworks from the Barnes Foundation. Ends Jan 2. Closed Mon, late opening Thurs (reservations: 4410 7300 or at Fnac shops) Grand Palais Les Nabis. Ends Jan 3. Closed Tues, late opening Wed Petit Palais Masterworks from Leipzig. Ends Dec 5. Closed Mon

PARMA
Magnani Rocca Foundation The Barilla Collection of Modern Art: paintings and sculptures by Picasso, Dubuffet, De Chirico, Magritte, Bacon, Sutherland and many other 20th century artists. Ends Nov 28. Closed Mon

RIMINI
Museo Civico Guido Cagnacci: 50 works by the painter of the most sensual female nudes of the entire baroque era. Ends Nov 28

WASHINGTON
National Gallery of Art The Age of the Baroque in Portugal. Ends Feb 6. John James Audubon. Ends Jan 2. Cesarini Venice: Giambologna's marble masterpiece (1583) is the centrepiece of an exhibition focusing on the female nude. Ends Jan 17. Daily Hirshhorn Museum Willem de Kooning. Ends Jan 8. Daily Arthur M. Sackler Gallery The Divine Word of Islam. Ends Jan 2. Daily National Museum of American Art Arvin Gottlieb Collection: 22 paintings by artists who worked in New Mexico 1900-1940 and were captivated by the dramatic landscapes and native cultures. Ends March 20. Daily Phillips Collection The Migration Series: 60 panels of Jacob Lawrence's epic painting of the flight of African Americans from the rural south to the industrial north. Ends Jan 8. Images of the American Scene in the 1930s and 40s: watercolours, drawings and lithographs from the permanent collection, complementing the Migration pictures. Ends March 8. Daily Renwick Gallery Arts and Crafts Movement in California: 200 objects of artistic and historical significance, including pottery, furniture, silver and metalwork. Ends Jan 9. Daily

Joe Rogaly

Nails in the cabinet



The British government operates in a "well high permanent atmosphere of crisis". I take the phrase from Lord Hailsham, who deployed it in a celebrated lecture on the cabinet seven years ago this week.

If that was true of the then Mrs Margaret Thatcher's administration, which rested on a majority of 100-30, it is doubly so of Mr Major's, which has a theoretical majority of 17, constantly threatened by a dozen potential rebels and usually supported by Ulster Unionists. You would not get this impression from the son-of-Hailsham lecture given by Lord Wakeham on Wednesday night. The latter is not only the leader of the House of Lords, but also "Lord Privy Seal", which means that he can be deployed as chairman of many of the committees of the cabinet that the prime minister himself does not head.

Lord Wakeham paints a picture of a smoothly functioning team, every member of which is devoted to the doctrine of collective responsibility. Departmental ministers take the lead in presenting policies, first by circulating written proposals to other heads of department who may have an interest and subsequently by appearing before the relevant cabinet committee. As I read him, ministers are the engines of government. Often, his own chairmanship oils the wheels. The Treasury is the brake.

The unspoken subtext of the Wakeham address, delivered at Brunel University, Middlesex, is that while Mrs Thatcher tried to dominate the proceedings, and resorted to *ad hoc* committees as a means of avoiding awkward discussions, you have to be English to appreciate just how the shape of that gift has evolved. Although nominated by the prime minister, British ministers are each appointed separately under the royal prerogative. If you follow Lord Hailsham's account, the office held by Mr Major arose out of an accident of history. It happened in 1714, when the Elector of Hanover became George I. Since he could speak no English, and was obliged to converse with Walpole in dog Latin, the latter presided at ministerial meetings. It took two further centuries of rolling English constitution-making for the title "prime minister" to be given legal recognition.

There is no hint of any forum in which our elected political servants can enjoy an open and prolonged discussion on important topics

The original honorific, "first lord of the treasury", was retained alongside the new one. In the 19th century Gladstone wondered whether a prime minister - first lord - had the right to fire ministers.

Today, as Lord Thatcher can attest, dismissals are free, but each one creates an enemy on the backbenches. All British prime ministers must at one time or another have longed for the brutal simplicity of the American method. When Mr Richard Nixon was re-elected in November 1972, a former was handed out stating bluntly that "every appointment of cabinet rank will be expected to be the president's man in the department and not the department's advocate to the president". A box was provided alongside this and other, similar instructions for newly appointed ministers to tick. That would show that it had been read, understood and accepted.

The Nixon method was Mrs

Thatcher's aspiration, but in fact British government works the other way around. Departments capture all but the most powerful ministers, and send forth into Whitehall to represent the interests of their clients. The transport ministry represents road construction companies; agriculture, farmers; the department of industry - if Mr Michael Heseltine, looking fit and relaxed, has anything to do with it - British industry. You could characterise, if not caricature, parts of the current system thus: lobbies for interested companies and trade associations plant ideas on officials, who put them up to ministers. When privatisation is involved, some public servants, and some politicians, eventually make their fortunes by taking jobs with the newly created companies. Placing lucrative contracts can also help. Companies that benefit support the governing party. The balancing factors are, first, strongly motivated ministers who do not need the money (among whom I would number the president of the board of trade), and second, the daily, anxious count of Conservative backbench votes.

The chief whip, Mr Richard Ryder, has more to say about the constant panic in Whitehall than perhaps any other player. His calculations will determine whether the post office can be privatised (no), London's buses can be deregulated (no) or the government can afford to put up an imaginative, wide-ranging programme in next week's Queen's speech (no). Only Mr Kenneth Clarke is theoretically beyond this constraint. If the chancellor, backed by Mr Major, cannot get his Budget, whatever it is, through the house, the government will surely fall. You can, however, bet that even now he is counting votes.

A steely glint in its eye

Angus Foster on the revival of a loss-making Brazilian industry



Steel sale: Acominas was the last in the privatisation process

Brazil's newly privatised steel industry has become a high-light of an otherwise inflation-racked economy. After a decade of under-investment, price controls and mounting losses, the sector is expected to have its most profitable year since the 1970s.

The costs of this transformation, in terms of job losses and social disruption, have been heavy. But industry and union leaders now admit that the changes were needed for the industry to survive. "Brazilian society was paying for our losses. Now we employees realise the future is in our hands," according to Mr Wilson Brumer, president of specialist steels company Acominas. The company was privatised last year and returned to profit in the second quarter of this year. It made US\$13.3m profits in the first nine months of this year, compared with losses of \$8.8m in the same period last year.

"We survived instead of died, partly because of the 8,000 people who lost their jobs," says Mr Luiz de Oliveira Rodrigues, president of the metalworkers' union at Companhia Siderurgica Nacional, the country's largest steel producer. Since 1990, when CSN made a loss of \$292m, it has cut its workforce by a third, and this year is likely to announce record production and profits of more than \$50m.

The change in fortunes for the sector, which ranks as one of the top 10 in the world in terms of crude steel production, started in 1990. The government, which owned eight steel companies including the country's six largest, announced that steel was to start off an ambitious privatisation programme. The process was completed in September, with the auction of Acominas, the last company to be privatised, at a 90 per cent premium to the government's minimum asking price.

The sector was chosen because, with some exceptions, it was losing the government millions of dollars each year. This was partly due to poor management and partly due to political interference, which included price controls and job security rules. Mr Eduardo Modiano, in charge of the early stages of privatisation as executive president of Brazil's development bank, says that since the industry was set up 50 years ago governments have pumped US\$25.5bn at prices of the day into the companies that have now been privatised. In the same period, the companies returned dividends of only

\$500m to the government.

Persuading managements and unions of the need for privatisation was difficult. Steel was an important symbol of the country's industrial emergence after the second world war. The sector also possessed some of the country's most radical unions. A bomb exploded ahead of the first privatisation, the 1991 sale of Usiminas, and there were regular displays of violence at subsequent auctions.

The programme was successful mainly because the early examples were seen to work. Once freed of price and other government controls, companies were immediately able to restore margins and profitability. They were also able to address the inefficiencies which had built up in the public sector.

Mr Roberto Procópio de Lima Netto, president of CSN since 1990, started paying suppliers on time. This led to immediate savings, as the suppliers cut their prices. They had previously included a premium when supplying state companies because of slow or non-payment. CSN's staff cuts,

which saved about \$10m a month, were unpopular. But CSN used some of the money to pay seven months of salary arrears to its remaining workforce. Support for Mr Procópio gradually grew.

In all privatisations, shares were reserved for workers. CSN's employees control one of the company's largest shareholdings, with 22 per cent, of which half is held through pension funds. Mr de Oliveira Rodrigues has also become a member of the company's administrative board. "The new philosophy is of partnership," he says.

Usiminas was seen as one of the most efficient companies, partly because of a long-standing technical relationship with Nippon Steel of Japan, which is also a 14 per cent shareholder. But according to Mr Rinaldo Campos Soares, president, the company was immediately able to introduce cost savings of about \$15 a tonne, or about 5 per cent of total cost, through renegotiated supply contracts and improved purchasing. Before privatisation, all purchases had to be auctioned, and the cheapest bids

had to be accepted even if the quality was poor.

"Privatisation allowed the company to be more flexible. The state had become a burden and the company couldn't grow any more," he says.

Cost savings and productivity at Acominas, Latin America's only producer of stainless steel, have been even more sudden. The company had been paying 33 per cent real interest rates on its borrowings. This figure has been reduced to 12 per cent which, while still burdensome, has already saved \$40m a year in lower interest charges. Productivity in the first nine months of the year has increased 50 per cent, of which only half is due to staff cuts. "With 25 per cent fewer people, we're producing more," Mr Brumer says.

These improvements in productivity and efficiency helped profitability, even if some savings were unrepeatable and the improvements were measured against a low base. More important were the big cost advantages Brazil's steel industry enjoys, and which were masked by state ownership. As the world's largest iron ore producer, Brazil's steelmakers pay about half the average world price because of minimal transport costs. Although levels of labour productivity are low, so are wages and electricity costs. As a result, Brazilian exports are increasingly price competitive and increased 10 per cent to \$1.75bn in the first half of the year.

But the domestic market, still protected by average tariffs of 14 per cent and high transport costs faced by potential importers, is more attractive, because it allows high margins. Mr Pacifico Paoli, managing director of Fiat of Brazil, Usiminas's largest customer, says there has been a "tremendous" jump in efficiency since privatisation, although this has not translated into lower prices. "They still try to get the advantages of the world market price,"

Mr François Moryen, president of Belgo-Mineira, a private sector steel and related products group, says the main problem facing the industry is the country's economy. With per capita steel consumption at less than 10 per cent of the levels of developed economies such as Japan's, he and other industry figures talk of the domestic market's "huge opportunities". "But the potential is linked to growth in GDP and that's the problem: when is the country going to grow?" he asks, highlighting Brazil's overall economic uncertainty.

LETTERS TO THE EDITOR

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Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution.

TV cannot offer depth of written history

From Hilary Perrott.

Sir, Christopher Dunkley ("A season of excellence from the BBC", November 10) claims that television can be a better medium than the written word for presenting modern history. There is no doubt that the series upon which he bases this idea (*Thatcher: The Downing Street Years*) is a remarkable piece of television, and more than that, a devastating exposé of the former PM's style of government.

But surely no television programme, however well-balanced and illuminating, can ever approach the depth of a written history? A span of time needs to pass before the Thatcher years can be analysed and their full impact assessed. In 50 years, when an arm's length survey is written, a historian will certainly be able to use the material presented in the television series, and may even draw upon Thatcher's autobiography (though that would seem to be of limited usefulness), but one hopes that he or she will employ an equal scepticism in viewing the contributions of all participants in those tangled times.

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Sugar wrong about Labour in Europe

From Mr John Tomlinson MEP.

Sir, Is Mr Alan Sugar (Letters, November 10) a politically motivated knave, a fool, or both? Or is he merely bringing the same level of competence to his negotiation and management skills of Tottenham Hotspur FC?

John Smith, leader of the Labour party, was at the same congress of the party of European Socialists as I, and presumably agreed the same manifesto as I had in my file. Mr Sugar's view of its commitments is both inaccurate concerning detail and tendentious concerning meaning.

If he wants to write a more

reflective piece on what is a very good common manifesto based on its real rather than imagined content I will happily supply him with a copy upon receipt of a stamped addressed envelope.

In the meantime, either his company or Spurs needs his care and concern more than the Labour party. Even if he feels compelled to venture into political advice, recent opinion polls suggest that the government needs wisdom - his or anyone else's - rather than other potential beneficiaries of his no doubt altruistic but nevertheless ill founded letter.

John Tomlinson,
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Failure of bank argument

From Mr Charles Burrows.

Sir, Samuel Brittan's Economic Viewpoint (November 4) contained an excellent evaluation of the potential problem of deficient demand and he naturally followed this with yet another call for (the sensible) targeting of nominal gross domestic product.

However, he failed to show how his throw-away remarks about the need for an independent central bank followed in any way from the previous analysis. In particular, if nominal GDP is to be the target, how is a central bank, which

only has control over monetary policy, supposed to achieve its target? Surely a pursuit of a nominal GDP target requires both fiscal and monetary levers?

Furthermore, in continuing his metaphor about the 1890s, Samuel Brittan fails to explain what happens when it is the independent central bank which is more worried about communism (read inflation) as in federal Germany today?

Charles Burrows,
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Culture in industry

From Mr Peter Wood.

Sir, Professor Leslie Hannah's reference to "many decades of domination of industry by the public school elite" ("Old boy network...", November 10) hardly sounds like an "anti-industrial culture", while Nigel Rudd's claim that "there's certainly an anti-industry culture in the British upper classes" appears to be a misunderstanding of those "many decades", inspired perhaps by easy acceptance of Martin Wiener's thesis about British industrial decline.

The 1983 Royal Commission on Public Schools showed that more than 70 per cent of the directors of prominent companies came from the public schools. The social historian, Harold Perkin, notes that by the late 1960s "the public school men were dominating the commanding heights of all the major professional and managerial hierarchies, and it was no longer true that they neglected business".

Dr Perkin also shows (*The Rise of the Professional Class*) that while British aristocracy has traditionally been entrepreneurial, the anti-industrialism detected by Wiener is related to penetration of British business by the public service ("wet") ideals inculcated by the public schools in their mainly middle-class intake.

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Paying for performance

From Mr Peter M Brown.

Sir, I look forward to your further articles on Performance Related Pay and would offer the following reasons for the beneficial spread of the concept even if, to date, many schemes have not achieved all their objectives.

1) We have returned some power from shop stewards to first line foremen and clerical unit managers. To strengthen their position companies have passed more discretionary award recommendations to this crucial group.

2) As part of this exercise annual performance appraisals are much more widespread than in 1980 and appraisals without some potential personal benefit are like dough without yeast, soggy and often undertaken by both sides as a perfunctory exercise.

3) The empowerment of remuneration committees has resulted in a spread of PRP culture. I am willing to bet that 99 per cent of boards with such a committee use some form of PRP as simply salary vetting

reviews, and changes to pension rules are not a sufficiently "high fibre diet" for active non-executive directors.

4) Avoiding the current and future pension costs of higher fixed salaries is a major issue as companies fight to control their cost base. PRP, which is often not pensionable and moves with cash flow, gives employees an indirect stake in decision taking. Its increased use could save some jobs and companies from being sacrificed through over-pricing. You have only to look at the inroads PRP-based contractors have made in contracting out services from rigid salary organisations like councils and the uniformed services to see that those organisations could have maintained their own staffing if they had been more willing to establish a flexible structure.

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Hutchison digital network

From Mr Hans Roger Snook.

Sir, Lex's note on Hutchison and Mercury (October 6) stated that "the two digital networks cover complementary geographical areas..." This implies that the Hutchison PCN network does not cover London or within the M25. In fact the Hutchison digital PCN network as currently deployed covers not only London, but offers ubiquitous coverage within and beyond the M25. Our own tests have indicated that Hutchison coverage in London and within the M25 is currently better, and offers better in-building penetration than Mercury's One-2-One network.

Given this fact, speculation that the two networks might be merged is totally unfounded. Although there would be an obvious benefit to Mercury One-2-One subscribers to be able to roam on to the Hutchison network, there would be no benefit whatsoever to Hutchison subscribers to roam on to One-2-One's network. I would say this puts the

odds in Hutchison's favour for generating subscribers, and also makes us the stronger, not Mercury. I agree, however, that Mercury presently has the far stronger brand name, but we do intend to change that over time.

The Hutchison PCN network will, at launch, cover London, everywhere within the M25, the south east, Bristol, Birmingham, Manchester, Leeds, Edinburgh, Glasgow, and all main connecting routes and roads (ie 50 per cent of the population). By the end of 1994 we will cover fully 70 per cent of the UK population, and will continue to roll out to 90 per cent. This is not a "negotiating tactic" or a "bluff" as the article suggests. More than 1,000 sites have already been acquired, and more than 700 have equipment installed.

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FINANCIAL TIMES

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Friday November 12 1993

Change at the stock exchange

THE THREE words the new chief executive at the London Stock Exchange said most frequently yesterday were "I don't know".

In part, they reflect Mr Michael Lawrence's prudent desire, given the three months that will elapse before he takes office, to give no hostages to fortune. In part, they reflect a genuine lack of knowledge about the inner mysteries of the stock market from someone who has spent his career as an accountant and finance director.

But most of all they reflect a determination, it would seem, to hold nothing sacred - not the tasks of the exchange itself, nor the structure of its governance, nor whether it has a part to play in providing settlement or any other particular services. Only the exchange's role as the central marketplace is not up for discussion.

Such open-mindedness is refreshing: part of the exchange's problem in recent years has been a partisan enthusiasm, shared by outside observers as much as by members and officials, to take sides over individual aspects of the exchange's role.

But it is also potentially destabilising: the exchange has gone through at least two agonising reappraisals of its future in the last few years, and the revolving door of chief executives has only recently slowed to a manageable speed. Few could blame staff and market participants from being at the thought of another 18 months of "re-casting the exchange's role", as Mr Lawrence put it yesterday, coinciding with

the arrival of a new chairman.

So though Mr Lawrence must certainly help the exchange to establish the clear vision of its future that has so far escaped it, he must also focus on the day to day. That means getting closer to achieving the excellent service that alone can offer a defence against emerging non-exchange trading systems. It means building the exchange's own new computer trading support system to replace SEAI, and making its voice heard more clearly in the debates over financial services regulation and corporate governance.

Most of all, though, it means holding the ring between the interests of the exchange's own members - brokers and market-makers - and those of investors and quoted companies. Mr Lawrence says he will enjoy this aspect of his job.

Just as well: his predecessor's tenure, cut short by the collapse of the Taurus project, was in any case threatened by disagreements among the exchange's constituents. Mr Lawrence must manage those relationships better, giving proper weight, despite his time at the top of Britain's largest institutional investor, to the neglected needs of individual share-owners.

Without such even-handedness, the new chief executive will be unable to achieve his aim of re-establishing the exchange's leadership in the City. Leadership is earned by deeds, as well as words. Initial ignorance, real or feigned, is no barrier to this - as long as it is accompanied by a willingness to listen and a refusal to take sides.

Perfume cartel

THE MONOPOLIES and Mergers Commission investigation into the UK perfume industry has a rather bad smell about it. The MMC's overall conclusion that the industry's restrictive practices are not against the public interest does not flow naturally from its own detailed arguments. The case also raises concerns that UK competition policy is being hampered by decisions in Brussels.

The investigation centred on complaints that perfume houses were refusing to supply Superdrug and Tesco, "grey market" retailers which sell scents at a discount to recommended retail prices. The Office of Fair Trading was worried that such restrictive distribution practices were keeping prices artificially high.

The MMC went along with much of the OFT's analysis. It argued that the industry's practice of recommending prices was anti-competitive. It noted that authorised perfume retailers had discussed in their trade association how to choke off supplies to the grey market retailers. Its own independent research showed that Superdrug's outlets were of a better than average quality, undermining a key industry argument that restrictive distribution was designed to ensure high-quality sales outlets. The MMC even concluded that the practice was designed to maintain and exploit a complex monopoly.

But the MMC decided none of this was against the public interest for three reasons. First, the UK market had become more competi-

tive in recent years. Second, the industry's restrictive distribution systems had recently been cleared by the European Commission. Third, there was no clear evidence that the practice was designed to maintain resale prices.

While it is true that the market has become more competitive, that is in large part due to the activities of Superdrug whose ability to sustain vigorous competition will depend on securing ready supplies in future. As for the lack of clear evidence, that is debatable given much of the detail in the MMC's own report.

But the wider concern surrounds the MMC's apparent willingness to accept European Commission "rulings" in an investigation which related to the UK market alone. This undermines the principle of subsidiarity, enshrined in the Maastricht Treaty, under which decisions are supposed to be taken at a national rather than European level wherever practicable. Similarly, it throws into doubt the EC competition authorities' stated intention of transferring responsibilities to national authorities.

It may be that a desire to avoid a conflict with the European Commission was not decisive in this case and that the MMC would have taken the same view any way. But open conflicts between national and European competition authorities are unlikely to be side-stepped in future. A clear division of responsibilities must therefore be agreed which puts flesh on the subsidiarity principle.

Latin autocrats

MOST LATIN American governments will welcome President Clinton's revival of the idea of a western hemisphere free trade area first proposed by his predecessor, George Bush. Unfortunately, this particular revival will last barely one week if the US House of Representatives votes down the North American Free Trade Agreement on Wednesday.

The US Congress is not the only obstacle. The idea assumes the existence of a community of market-oriented democracies in Latin America. But while most governments of the region are now elected, the authoritarianism of past decades has not been buried.

The continued attraction of autocratic or charismatic leaders arises not least because of the poor performance by many elected governments. Dictators have been given too many reasons for viewing politics as a state confrontation between government institutions remote from them.

This fatigue with the political system is why Peruvians were willing to back the overturning of constitutional order by President Alberto Fujimori in April 1992, and to support his new constitution (if in rather a lukewarm fashion) in last week's referendum. It is also why Venezuelans did not react more strongly to the threat to democracy posed by two military coup attempts last year, and why a politician - Rafael Caldera - offering more in the way of *perestroika* than policies is leading his field in next month's elections. Yet the exercise of personal

power damages prospects for what Latin America really does need: more representative democratic institutions, fair legal systems and freedom from the uncertainty bred by authoritarianism.

Fortunately, the continued allure of the autocrat is not the only thing happening in Latin America. In many countries, Venezuela and Brazil being two, government is being decentralised and people given the right to elect their local political leaders. Elsewhere, politicians are giving thought to legal reform.

A legal system subordinate to the executive, along with a corrupt judiciary offers a poor environment for the development of the market economies most Latin American governments now say they want. Contracts become impossible to enforce reliably. Credit becomes hard to get and expensive, because it is difficult for lenders to pursue claims for collateral.

Without a proper institutional background, the long-term private investment Latin America desperately needs will, in these days of free global movement of capital, find another home.

It has often been argued, from both the left and the right in Latin America, that an authoritarian system is necessary to sustain economic freedom and a market economy. If it were ever true, it looks a dubious proposition today. Markets need rules and they need an effective state to enforce them, but they are endangered by the arbitrary exercise of power.

The world's biggest perfume manufacturers are savouring the sweet scent of victory after the Monopolies and Mergers Commission report yesterday on fine fragrances: while Superdrug, the discount chain which has been their most persistent critic, ponders the sour smell of defeat.

By exonerating the manufacturers of using anti-competitive practices to overcharge consumers, the report has removed the threat of an unseemly price war which would severely damage the industry's profits, undermine its distribution methods and cheapen the exclusive image of its brands.

For Superdrug, part of the Kingfisher retailing group, waging a high-profile campaign to force leading perfume houses to supply it directly, the decision is a sharp disappointment. "The MMC report has left us high and dry," the company said.

However, though the perfumers have won the battle, it may not mark the end of the war. The perfume houses' traditional way of doing business is likely to remain under continued challenge, both in the courts and as a result of the changing nature of the industry.

The issues at stake are unusually complex. Not only are the methods used to market and distribute perfume probably unique in industry, but the legal picture is confused by the overlap between the European Union and national competition law.

Indeed, to a far greater degree than any other recent monopolies case, the perfumes affair underlines the difficulty of applying to competition policy the European Union's principle of "subsidiarity", which seeks to leave many decisions to national authorities.

In weighing its decision, the commission was obliged to recognise that its scope for action was to some extent limited by the fact that the European Commission had already exempted the distribution of perfumes from the full force of competition law.

The exemption has taken the form of approved agreements which permit perfume houses to restrict supplies to retailers meeting certain standards - stocking a broad range of products, displaying them in acceptable conditions and using trained staff to sell them.

Such agreements have also been allowed by Brussels in other industries, such as cars and consumer electronics. However, in most cases they are permitted on the grounds that the products are complex and need after-sales service.

In perfumes, however, the justification is that the products are luxury goods, which depend for their appeal on an aura of exclusivity maintained by high prices, large

A victory for fine fragrance houses might not mark the end of the war, say Guy de Jonquieres and Robert Rice

Perfumes' fate sealed with a sniff

Investments in marketing and a sophisticated sales environment.

This argument was accepted by the MMC, which acknowledged the importance of snob value to the success of perfumes, which it termed "a conceit, a concoction created as much by the copywriter as the parfumeur." High prices, the commission agreed, were a vital part of the formula.

That, however, is not a universal view - even inside the European Commission, where some officials believe the perfume regime owes more to skilful lobbying by a small band of predominantly French producers than to the alleged uniqueness of the product.

Some retailers and consumer organisations go further. They insist the perfume industry's main objective is to keep profits artificially high by refusing to supply stores which sell at cut prices.

Though the MMC found no evidence to support this accusation, it is at the heart of a pending European Court case brought by Leclerc, a large French supermarket chain. Leclerc is challenging Brussels' approval of selective distribution agreements used by Yves Saint Laurent and Givenchy, two leading perfume houses.

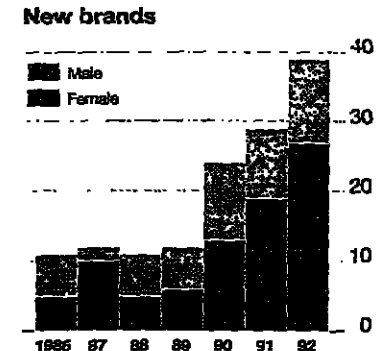
Should the court find in Leclerc's favour, the whole issue of special treatment would be reopened and Brussels could be forced to re-examine its policy of exempting other industries from competition law.

Some similar issues are raised by another legal battle, over the ice cream market. Mars, the US confectionery company, has brought actions in Brussels and European capitals challenging the distribution policies of Unilever, the Anglo-Dutch consumer products manufacturer which is the world's largest ice cream maker.

Mars claims Unilever is restricting competition by preventing rival brands from being stocked in the freezer cabinets it supplies to many small retailers. The case is being investigated by both the European Commission and the MMC.

The dispute also centres on how far it is legitimate for producers to control access to distribution channels in which they have invested heavily, and may pose a further test

UK perfumes: sweet and sour



Typical cost and prices

	£	Margin (%)	RFP incl. VAT (%)
Manufacturing costs	3.08		10.6
Manufacturer's gross margin	2.68	46.5	9.3
Price to UK distributor	5.76		19.9
Distributor's gross margin	9.66	62.6	33.3
Price to retailer	15.42		53.2
Retailer's gross margin	9.26	37.5	31.9
Recommended retail price excl. VAT	24.68		85.1
VAT	4.32		14.9
Recommended retail price incl. VAT	29.00		100.0

UK wholesale sales (1992)	Products examined by MMC (£)	Not examined by MMC (£)	Total (£)
Authorised supplies to domestic retailers	151.3	22.0	173.3
Grey market (estimate)	30.0	2.0	32.0
Sub-total: domestic sales	181.3	24.0	205.3
Duty-free supplies (estimate)	52.2	2.0	54.2
Total UK sales	233.5	26.0	259.5

Source: MMC

of the jurisdictional boundaries between European and national competition authorities.

Whichever way the legal arguments go, the perfume industry faces mounting pressures on other fronts. Recession has depressed demand, leading to sharp drops in sales volumes which have only partly been offset by higher prices.

Manufacturers everywhere are being forced to run harder. In an effort to win back consumers, they have sharply stepped up new product launches. In Britain, where there are more than 400 perfume brands on sale, there were 92

launches between 1990 and 1992, almost three times the number in the previous three years.

Though perfumes cost little to develop and produce, the investments needed to market them can be huge. In Britain, according to the MMC, perfume manufacturers last year spent on marketing almost half as much as they earned in sales revenues.

L'Oréal of France, the industry leader, spent more than £50m three years ago to launch Dune, now a best-selling fragrance. But Dune's success is exceptional. Most new perfumes fail, and many do not

recoup their launch costs.

The stakes have been raised further by the consolidation of much of the industry into the hands of a few big groups with deep pockets, powerful distribution networks and lavish marketing budgets. As well as L'Oréal, they include Unilever, the French luxury goods group LVMH, and Elf Sanofi, part of Elf Aquitaine, the French oil company.

Furthermore, competition is creeping into distribution. The MMC estimates that a sixth of wholesale domestic perfume sales in the UK, which totalled £181m, was supplied from the "grey" market. This is fed by so-called parallel imports which bypass manufacturers' authorised channels.

A further £50m - a third of the value of manufacturers' authorised sales - was made through duty-free shops, at discounts of as much as 60 per cent on normal retail prices.

This trend has not gone far enough to satisfy Superdrug and other discount retailers, which sell perfumes at as much as 20 per cent below retail prices by buying supplies on the "grey" market.

Superdrug complained yesterday that the report was internally contradictory. On the one hand, the MMC had attributed much of the increased competition to Superdrug and other unauthorised retailers, but on the other hand has refused to compel the perfumes houses to supply them freely.

Superdrug argues that "grey" market sources are both expensive and scarce. It says unless it can obtain new sources of supply, its perfume sales will remain limited to about 60 stores, where it has spent some £12m on counters and displays.

Nonetheless, there are signs that harsh commercial realities are forcing some smaller manufacturers to relax traditional distribution restrictions. Parfums Worth has agreed to sell through Superdrug, while in France, the Carrefour supermarket chain has persuaded Pierre Cardin to supply it.

Some observers believe more barriers will crumble. "The market is going to change," says Mrs Nina Stimson, managing editor of European Cosmetics Markets, an industry magazine. "Throughout Europe, suppliers are starting to break ranks."

Just how far and how fast may depend partly on the length of the recession. Most observers believe it will be a long time, if ever, before top brands such as Chanel, Dior and Guerlain are affected. But the steadily mounting pressures on the industry suggest that, whatever competition authorities say, for some perfume makers at least, life may never be quite the same.

Pensions could unlock £7bn tax boon



PERSONAL VIEW

reduce consumer demand or investment.

Tax incentives for savings take two forms. In the first instance, after tax income is invested, no tax is payable on income or gains and withdrawals are tax free. Such is the case with Peps and Tessa. The second form is where money is invested pre-tax, the roll-up is again tax free and withdrawals are taxed; pensions fall within this category, the withdrawal being the pension.

In the vast majority of cases these two methods yield the same result, as the table illustrates. My proposal is that pensions should be taxed on the Peps/Tessa basis. All pension contributions from Budget day by employers and employees should be considered taxable income in the

employee's hands. The amount invested after tax will yield the same after-tax pension as before.

Total private pension contributions by employers and employees in the UK amount to £28bn a year. Taxing all future contributions at 25 per cent would yield £7bn a year. The incomes of both employers and employees after tax would be unaffected.

The only losers would be pension fund managers with £7bn a year less to manage. The new system would be easier for the Inland Revenue to administer, but the transition is complex.

The tax yield will gradually decline to zero as revenue from taxing pensions is lost. This will take a generation. For the immediate future the yield will be £7bn a year.

The Revenue and pension fund managers will not like running two parallel schemes, one for contributions made before the change and yielding a taxable pension, and another for contributions made after the change and yielding a tax-free pension. Funds could therefore be offered an option: pay (in instalments), say, 25 per cent of the capital value of the fund in tax now and immediately go on to a tax free basis.

If all funds did this the government would receive about £100bn (total pension fund assets are some £400bn). The government would immediately lose tax yield on current pensions - about £3.5bn, but it would still be a net £3.5bn a year ahead, plus the interest saved on £100bn of government debt, say, a further £2bn a year.

Individuals may be obtaining tax relief on contributions at a higher rate than they would eventually pay on their pension. This would only be true for a few people

	(A) PEP/TESSA	(B) Pension
Gross income	100	100
Tax at 25%	25	25
Amount invested	75	75
7% compound for 10 years yields	147.54	158.72
Return at 10%	147.55	158.67
Tax at 25%	4.42	4.42
Net income	147.75	147.75

* Fund (A) is exactly 70% of fund (B). At any rate only will yield the same net income

and then only for part of their working lives. It could be compensated for, but this may not be felt necessary.

Some people's private pensions will fall to be taxed in part or whole at the 20 per cent rate (though tax rates can and probably will change). Similarly, there will be some pensioners who will not fully use their personal allowances. In either case an annual tax credit could be paid in retirement.

Unfunded schemes. There is no reason to treat these differently. But such schemes could not go fully onto the new basis as they have no assets with which to buy the transition. Tax would be charged currently on the national cost of contributions but pensions would be tax free.

The tax-free advantage for lump sums is lost. This is an illogical privilege which would be a minor sacrifice for a significant reform.

Pension funds investment will be reduced by £7bn a year, but so too will be the public sector borrowing requirement of £50bn, and the government's need to sell gilts. There will be other technical

objections but they could all be overcome. The facts are that the change would have no after-tax effect on employers or employees contributing to pension schemes and need have no effect on after-tax pensions in retirement.

The problem is political. Will people believe their pensions will be tax free in 30 years and that the outcome is exactly the same? Will the media welcome the change as sensible or mislead the public about its effect? Such a change needs a first-class salesman: we have one in the chancellor.

The risks and difficulties must be set against raising an additional £7bn a year of revenue with no macroeconomic effects and no effect on people's disposable incomes in work or retirement - surely a prize worth grasping by a bold and imaginative chancellor with a fiscal headache.

John Maples

The author was economic secretary to the Treasury 1990-92 and MP for West Leisham 1983-92

So farewell, Shearson

Is it goodbye Shearson? One of the household names in the US stockbroking industry which has been proudly paired with a Hammill, a Hayden, a Stone, a Loeb, a Rhoades, an American Express, a Lehman, a Hutton, a Lehman Brothers, and (finally) a Smith and Barney, may soon disappear 91 years after it first surfaced on Wall Street.

It seems likely that the Shearson will be dropped from Smith Barney Shearson when parent Primerica completes its \$4bn acquisition of the Travelers Corporation. Although Smith Barney Shearson would only confirm that dropping the title was under consideration, the betting is that it is a done deal.

The decision would finally kill off a name that first appeared in 1902 when a Canadian called Ed Shearson set up the firm of Shearson, Hammond, & Co. However, it will not be alone in the dustbin of history - it can take its place with pride alongside such great names as Hammill, Loeb, Rhoades, Bache, Hutton, Harris, Ugham, Halsey and Kuhn.

The AA banquet

International accountancy firm Arthur Andersen has been belly-aching vociferously about

the need to protect auditors against unjust and "crippling" lawsuits from investors and disgruntled customers. But its case might get a more sympathetic reception if it did not waste so much of its hard-earned reserves on jetting into London this week 4,000 of its firm's partners and hangers-on.

Twenty London hotels have been needed to accommodate them all. The official reason is AA's annual meeting. But judging by the banquet for the entire group on Monday night at Alexandra Palace, complete with string orchestra, jazz ensemble and a room kitted up as an English pub, there is still plenty of money left to keep the lawyers happy.

Competition time

Interesting to see whether the Bank of England breaks with tradition and advertises for a replacement for Andrew Crockett who has set off for the Bank for International Settlements. There would be no shortage of applicants.

Running the international side of the Bank of England is one of the City's plum jobs. Do it well and you get yourself noticed. Sir John Stevens went on to be chairman of Morgan Grenfell and ex-Lloyds Bank chairman Sir Jeremy Morse and Sir Kit McMahon (ex-Midland Bank) did it at a stint as the Bank's international troubleshooter.

The smart money is on the new person being an insider. Bill Allen,

OBSERVER



'Merde'

head of foreign exchange operations, is a possibility. Still only 44, he is a member of Eddie's "brat pack" - the group the governor has nurtured during his 30-year stint in Threadneedle Street. Other names being bandied about are those of John Townsend, 46, in charge of money markets and gilt-edged trading. Pen Kent is another runner.

But don't bet on an inside job. Anthony Loebnis came from J. Henry Schroder Wagg and Crockett himself was working at the MfF when he was tapped. Hence the rumours about bicycle-riding John Odling-Smee, formerly deputy chief economic adviser at the Treasury who is head of the east European

division at the International Monetary Fund. Another possibility is Goldman Sachs' economic guru Gavin Davies. As a Goldman partner he should have stashed away enough money by now to afford to do a bit of public service.

Scorer

Fisons is used to losing at molecular roulette - its record of developing new drugs is lamentable. But management must be wondering about the fickleness of lady luck following the decision of a member of its UK salesforce to spill the beans to the Sunday Times about some allegedly dubious promotional practices.

The subsequent article suggested the representative, David Thomas, resigned from Fisons because of unethical selling tactics. Not mentioned was the fact that Thomas could only afford to leave the company, and so make the revelations, because he had just won a six-figure sum on the football pools.

Grant status

Want Wall Street cred? Then leave a copy of Grant's Interest Rate Observer lying about the office.

Jim Grant's fortnightly newsletter, celebrating its tenth birthday with a fat tome of past *aperçus*, is required reading for

anyone seeking a quirky, contrarian view of the financial world and those who inhabit it.

Laced, unusually for American writing, with a rich sense of irony, Grant's is written by the originator of the Current View column on Barron's, the US financial weekly. When Grant went solo, Jim Rogers, George Soros's former partner, was his first subscriber.

While his wife heaved away at Lehman Kuhn Loeb, Grant got established by noisily deploring just the sort of deals she was doing. He fingered Olympia & York early on, rechristening its Canary Wharf site "London's own North Dakota".

But Grant has not always been right. He admits that his greatest predictive gaffe was to fail to see the "levitation of stocks and bonds in the last couple of years". No surprise then that he thinks financial assets are hopelessly over-priced and commodities dirt cheap. Hence his motto for the Clinton years: "Down with paper. Up with things".

Bunking off

Tut, tut. So where was education secretary John Patten yesterday when he was supposed to be lecturing the country's schoolmasters on truancy? An urgent cabinet meeting it seems. Nevertheless, it didn't stop one disrespectful schoolmaster at the conference asking if anyone had checked the toilets.

Severing of monetary links likely to deepen crisis in former Soviet states

IMF warns of rouble zone unrest

By John Lloyd in Moscow and
Steve Levine in Yerevan

THE COLLAPSE of the rouble zone could save Russia more than \$15bn a year but push many of the other former Soviet republics deeper into economic crisis - possibly provoking political unrest - experts in the International Monetary Fund and World Bank said yesterday.

The comments mark the first acknowledgment that the Russian rouble zone has all but collapsed over the last two weeks, with seven republics now having left, or announced their intention to leave.

Their moves come partly as a result of the tough new conditions which Russia is imposing on its former CIS partners, demanding that the republics should be subservient to Russia's

central bank rules, and deposit gold and hard currency reserves with it, to end the subsidies which the republics have been receiving.

Experts in the IMF and World Bank calculate the loss of cheap credits and subsidised energy will cost the republics involved - Ukraine, Moldova, Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan - \$15.5bn a year. Given that many are already in economic crisis, the moves could trigger unrest which could affect the 25m ethnic Russians living in these republics, officials added.

Russia tightened its conditions for membership in the rouble zone in September, immediately after the banning of the Russian parliament.

The savings in credits to Russia in the coming year will mean

that almost 15 per cent of its estimated gross national product will be available for its own use though at the cost of deepening crises on its borders.

The republics which will be most affected include:

- Ukraine, the focus of the most international concern and where inflation is estimated to be about 70 per cent a month, has repeatedly devalued its temporary karbovanets currency.

- Uzbekistan and Kazakhstan, are formerly loyal members of the rouble zone. On Wednesday President Nursultan Nazarbayev of Kazakhstan and President Islam Karimov of Uzbekistan said they would issue their own currencies, the Kazakh tenge and Uzbek coupons, a decision which has caused a crash in the old (pre-1993) Russian roubles they were using.

- Armenia, the most desperate of all ex-Soviet republics, says it cannot meet the Russian conditions because it has almost no hard currency or gold reserves, and has no means to stop the economy's slide into chaos.

- Georgia and Azerbaijan are hard hit by internal conflicts and the cost of looking after hundreds of thousands of refugees. They have their own currency coupons, but they are highly inflationary, especially Georgia's.

Only two of the former Soviet states - Belarus and Turkmenistan - claim a measure of stability, though for opposite reasons. Belarus wants to complete a monetary union with Russia as possible. Turkmenistan, by contrast, has introduced its own currency - the manat - using its own reserves, as the world's third largest gas producer, as backing.

Philips calls for more EU innovation

By Andrew Hill in Eindhoven

EXECUTIVES from some of Europe's leading industrial groups yesterday called for more intensive co-operation between governments, the European Commission, scientists and industry to fight technological competition from Japan and the US.

"We are pleading with Europe to help us succeed," Mr Jan Timmer, Philips president, told industrialists at a symposium in Eindhoven.

"We will play our part and do our duty, but we can't sit still," he said.

Philips called for round-table discussions between government, universities and industry to identify the key technologies Europe will need to compete in the growing "multimedia" sector, which will bring together computer, telecommunications, consumer electronics and media groups.

"These are areas that can only be tackled when several companies and governments get together," said Mr Timmer. He criticised European governments for "not getting their act together" over European high-definition television. Ambitious plans for HDTV, in which Philips

has invested heavily, were shelved in favour of a diluted project this summer. Executives from SGS-Thomson Micro Electronics, the Italian-French state-owned semiconductor producer, and Renault-Volvo, the Franco-Swedish car manufacturer, supported Philips' call for support from public authorities, in the form of intensified research programmes aimed at key technologies and backing for strategic alliances.

Mr Pasquale Pistorio, president and chief executive of SGS-Thomson, said advanced industrial societies could not exist without controlled access to an advanced electronics industry, which could not exist without controlled access to an advanced semiconductor industry.

Mr Martin Bangemann, European industry commissioner, said the European Union could play a role in helping to change the structure of traditional European industry.

Philips had invited industrialists, government and European Commission officials to celebrate the opening of a new exhibition of the company's technology near the group's headquarters in Eindhoven.

UK discount chain threatens to take perfume fight to Brussels

By Guy de Jonquieres and
Robert Rice in London

SUPERDRUG, the UK discount drugstore chain, threatened yesterday to take its campaign to sell cut-price fragrances to Brussels, after UK competition authorities rejected the company's complaint that perfume manufacturers were unfairly refusing to supply it.

A Monopolies and Mergers Commission report said that although a "complex monopoly" existed among the perfume houses, it did not operate against the public interest. The report said only small changes were needed to ensure free competition in the UK market, worth £230m (\$340m) at wholesale prices last year.

The report was welcomed by perfume manufacturers and some retailers, including Boots, the biggest outlet for perfumes in the UK. However, the decision was criticised by one perfume house, consumer organisations, Superdrug and other retailers.

"The MMC has swallowed the perfume companies' arguments hook, line and sinker," the Consumers' Association said. Asda,

the supermarket chain which also sells cut-price fragrances, expressed "amazement and anger" and accused the commission of yielding to special pleading by perfume houses.

Worth Fragrances, a small perfume manufacturer which recently agreed to supply Superdrug, said it was unhappy with the decision.

Superdrug said it was disappointed. The company, part of the Kingsfisher retail group, said the report failed to address its central objections to the perfume houses' marketing methods.

The company said it was considering renewing its complaints with the European Commission, which recently approved arrangements which allow perfume manufacturers to sell their products only through designated wholesalers and retailers.

Although the MMC concluded that manufacturers had not used these arrangements to keep prices artificially high, Superdrug said stronger policing was needed to ensure that the rules were applied fairly.

Superdrug sells a limited range of fragrances at discounts of about 30 per cent in 60 of its

stores. Because leading manufacturers have refused to supply it directly, the company has been forced to buy all its products from unauthorised sources on the "grey" market.

It said yesterday that it would continue discount sales, but the MMC's decision meant it could not obtain enough supply to sell perfumes at all its stores.

The nine-month MMC inquiry was launched a year ago after extensive lobbying by Superdrug of competition authorities in London and Brussels.

The report said the perfume industry was a "complex monopoly" because the leading manufacturers restricted supplies to authorised retailers and recommended resale prices, but it said these arrangements did not operate against the public interest.

The MMC accepted manufacturers' arguments that the commercial success of perfumes depended on heavy marketing investments and high prices to create an aura of exclusivity.

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Perfumes' fate sealed with a sniff, Page 17
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Crisis at Euro Disney

Continued from Page 1

minister, Barclays and Midland, also participated in loans.

Bankers are expected to press for a reduction in royalty and management fees paid to Walt Disney by Euro Disney, as well as a reduction in interest payments on the FF4.8bn loan extended by the Caisse des Depots.

The banks are likely to prefer an injection of new equity next spring - by which time the restructuring is due to be complete - rather than a debt for equity swap.

Despite their concern that Walt Disney should play a significant part in the capital restructuring, the French banks will face political pressure to ensure that EuroDisneyland remains open.

Walt Disney has agreed to provide funds for Euro Disney until next spring. It is reluctant to bail out its associate, but is equally concerned to avoid the damage to its image that would result from Euro Disney's failure.

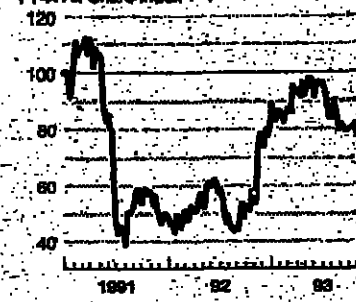
The Paris market, where the shares are mainly traded, was closed yesterday. On the New York Stock Exchange, Walt Disney shares dipped 4% to stand at \$40 at lunchtime.

THE LEX COLUMN

Royal's cycle ride

FT-SE Index: 3099.7 (+1.2)

Burton Group

Share price relative to the
FT-SE All-Share Index

Source: FT Graphs

The higher insurance premiums foisted on British homeowners and motorists are bearing fruit. Royal made a third quarter underwriting profit in the UK, despite more pain from mortgage-related business and another wave of claims against employers for industrial injury - UK insurance would have produced a handsome profit. Yet it is doubtful whether such auspicious circumstances can be maintained for long. The composite insurance sector has not made aggregate underwriting profits in consecutive years since the early 1970s.

Royal has pledged to maintain insurance rates even if that means surrendering market share. Not all of its peers will take such disciplined attitude. With Direct Line starting to make inroads into household as well as motor insurance, competitive pressures could quickly force prices down. Higher profits next year look assured, for Royal as for other composite insurers, since premium increases take up to 18 months to flow to the bottom line. Royal should also benefit from reduced mortgage indemnity losses and improved results in reinsurance. But earnings of perhaps £300-400m in 1995 will not look an especially generous return on shareholders funds - now £2bn - if the industry subsequently hitches into another cyclical downturn.

Low interest rates are a reason for optimism that the underwriting cycle will be less severe this time around. In contrast to the 1980s, premiums paid by customers can no longer be parked in short-dated gilts to earn double-digit interest rates. That makes underwriting profits more important. Still, it takes a giant leap of faith to believe that a 20-year legacy of bad habits will be easily extinguished.

Shell

Last week's results from BP set the market expecting something of a gusher from Royal Dutch/Shell as well. It should perhaps have known better. Without BP's gearing, Shell is less well-placed to benefit from economic recovery. With its strong presence in the Far East it was less affected by the recession in the first place. But its lack of a recovery story leaves investors plenty of time to dwell on the impact of weak oil prices, especially as its high volume winter season looms.

Electrical retailing

Offer's conclusion that the regional electricity companies are perfectly at liberty to lose money in retailing is curious, but wholly sensible. Offer has no business determining what strategy the Recs pursue in non-regulated areas - so long as it does not impinge on their core businesses. Despite the embarrassingly large scale of the Recs' retailing losses, there are few grounds for such worry at present. Nevertheless, the OFT's encouragement of greater transparency of accounting

and market testing is a welcome attempt to ensure fair competition. It is a shame some Recs are proving recalcitrant.

Whether the Recs' shareholders should remain so sanguine is a different matter. The £105m of retailing losses they have accumulated is alarming. Yet, unlike the water companies, the Recs have a partial defence against the charge of wanton diversification, considering they inherited most of their retailing interests when privatised. Most are now withdrawing. Yet Norweb is pressing ahead with an aggressive expansion programme. It will struggle to generate serious money from it, however. Electrical retailing is a tricky business, thanks to severe price disinflation for gizmos and fierce competition. If Dixons can make precious little money out of electrical retailing - excluding contributions from its highly-profitable warranties - it seems unlikely Norweb will do much better.

Burton Group

The market was unsettled by the slippage in Burton's second half sales following a particularly strong first six months to the year. This sales pattern is not what is expected of a so-called recovery stock at this stage of the consumer spending cycle. But there were some special factors at play. The repossession of Burton's chains confused shoppers. The ghostly summer led to Burton being caught with its trousers marked down. Marks and Spencer, aided by the devaluation gain at its UK supplier base, has also run riot on the high street.

Yet Mr John Hoerner has done well to lead Burton out of its trading corner and deserves the benefit of the doubt for the moment. There remains considerable scope for recovery in Burton's multiple chains. But the process may just take longer to realise than first assumed. The bigger long-term question is whether its multiple structure is appropriate for the 1990s. Operating so many chains dissipates Burton's economies of scale and complicates the management task. That perhaps argues for a demerger. The flotation of Alders revealed a healthy demand for department stores and the perky Debenhams could expect a still warmer response. Debenhams may have helped keep Burton afloat during the recession. But if management believes its restructuring rhetoric, the multiple chains are no longer in need of such a lifeline.

FT WORLD WEATHER

Europe today

Wintry conditions will persist over eastern Europe from the Black Sea to northern Scandinavia. The cold front, marking the boundary between mild and cold air, will cause cloud with outbreaks of snow. There will be some rain along southern sections of the frontal zone but in the cold air it will be sunny with unseasonably low temperatures. Cloud and rain will extend from western Scandinavia across the Alps and into the western Mediterranean. Thunder storms will develop along the Spanish coast and over Mallorca. North-west Europe will remain unsettled with winds in Ireland reaching gale force.

Five-day forecast

Strong high pressure over Russia will keep eastern Europe cold and wintry. Milder conditions will make only very slow progress to the east giving cloud and snow. In south-eastern Europe, along this frontal boundary, a lot of rain will fall during the weekend. Unsettled and at times windy conditions will prevail in north-west Europe, especially in the British Isles.

TODAY'S TEMPERATURES

Location	Max	Min	Weather
Abu Dhabi	32	24	sun
Accra	33	24	sun
Algiers	21	14	show
Amsterdam	8	4	sun
Athens	14	8	cloudy
B. Aires	27	14	sun
Bham	7	4	show
Bangkok	36	24	sun
Barcelona	15	10	sun
Beijing	13	4	sun
Bombay	32	24	sun
Buenos Aires	25	14	sun
Calcutta	31	24	sun
Cairo	28	14	sun
Cape Town	27	14	sun
Cardiff	7	4	cloudy
Chengdu	17	8	cloudy
Cologne	7	4	cloudy
D'Almeida	25	14	sun
Dakar	21	14	sun
Dallas	25	14	cloudy
Delft	11	8	sun
Dubai	32	24	sun
Dublin	8	4	cloudy
Edinburgh	15	8	cloudy
Faro	21	14	sun
Frankfurt	17	8	cloudy
Geneva	17	8	cloudy
Gibraltar	17	8	cloudy
Glasgow	17	8	cloudy
Hamburg	17	8	cloudy
Helsinki	17	8	cloudy
Hong Kong	28	14	cloudy
Honolulu	27	14	cloudy
Istanbul	17	8	cloudy
Jersey	17	8	cloudy
Karachi	32	24	sun
Kuwait	32	24	sun
Las Vegas	22	14	sun
Las Palmas	22	14	sun
Lima	22	14	sun
Lisbon	17	8	cloudy
London	17	8	cloudy
Luxembourg	17	8	cloudy
Madrid	17	8	cloudy
Manila	28	14	cloudy
Marseille	17	8	cloudy
Medan	28	14	cloudy
Melbourne	28	14	cloudy
Mexico City	22	14	cloudy
Miami	22	14	cloudy
Montreal	22	14	cloudy
Moscow	17	8	cloudy
Munich	17	8	cloudy
Nairobi	27	14	cloudy
Naples	17	8	cloudy
Nassau	22	14	sun
New York	17	8	cloudy
Nice	17	8	cloudy
Nicosia	17	8	cloudy
Oso	17	8	cloudy
Paris	17	8	cloudy
Perth	17	8	cloudy
Prague	17	8	cloudy
Rangoon	28	14	cloudy
Reykjavik	17	8	cloudy
Rio	27	14	sun
Riyadh	27	14	sun
Rome	17	8	cloudy
S. Francisco	17	8	cloudy
Seoul	20	14	cloudy
Singapore	31	24	sun
Stockholm	17	8	cloudy
Streetsburg	22	14	cloudy
Sydney	22	14	cloudy
Taipei	27	14	cloudy
Tel Aviv	27	14	cloudy
Tokyo	17	8	cloudy
Toronto	17	8	cloudy
Tunis	24	14	sun
Vancouver	17	8	cloudy
Venice	17	8	cloudy
Vienna	17	8	cloudy
Warsaw	17	8	cloudy
Washington	17	8	cloudy
Wellington	17	8	cloudy
Winnipeg	17	8	cloudy
Zurich	17	8	cloudy

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27 Nov 1993

INTERNATIONAL COMPANIES AND FINANCE

Trading starts on Fridays only for shares in Ciga

By Haig Simonian

SHAREHOLDERS in Ciga, the troubled Italian luxury hotels group controlled by the Aga Khan, will today have the chance to indicate for the first time their reaction to this week's announcement of a £700m (\$425m) capital increase and restructuring plan.

Under an unprecedented ruling by the Consob stock market and companies watchdog, shares in Ciga can now only be traded once a week, on Fridays. The ruling followed a long period of suspension and almost normal trading last week.

The new rescue plan, pre-

pared by Mediobanca, involves the injection of fresh capital, a partial moratorium on interest payments and the conversion of some bank debt into equity.

The new cash will come from Forte, the UK hotels group, which will contribute £800m in liquidity and also £300m in the form of Italian hotel assets. Further details are expected to emerge after a Ciga board meeting early next month.

Ciga warned this week that if the proposals, which have received a hostile reception from some creditor banks, are not accepted at a special shareholders meeting on January 20, it might have to go into temporary receivership.

Italian bank creditors, which have lent more than £1,000m to the loss-making group, are expected to approve the proposal.

However, foreign creditors, particularly those which have lent to Fimpar, the Aga Khan's holding company which controls Ciga, have been more hostile.

Barclays, a lender to both Ciga and Fimpar, recently came out strongly against the plan.

Opponents claim counter-offers by other hotel groups, such as an expression of interest from the US Hyatt group, have not been adequately considered by Mediobanca.

SAS seeks to reduce costs by up to SKr2.5bn

By Christopher Brown-Humes in Stockholm

SCANDINAVIAN Airlines System (SAS) yesterday announced plans to cut costs by between SKr2.5bn and SKr2.8bn (\$304m) in an acceleration of its drive to improve profitability and strengthen its financial position.

The airline, which disclosed a SKr1.13bn pre-tax loss for the first nine months on Wednesday, said it aimed to be back in profit by 1995 at the latest.

The cuts, which amount to about 16 per cent of the airline's controllable costs, centre on the closure of 12 unprofitable routes and the disposal of non-core businesses.

The group wants to avoid enforced job losses among its 39,000 staff, hoping instead for a reduction in numbers through natural attrition.

SAS said the cuts took into account its plans to merge with KLM Royal Dutch Airlines, Swissair and Austrian Airlines in the so-called Alcazar project, but added they would go ahead even if the proposed tie-up collapsed.

"It's important to Alcazar that we get our costs under control, but it's even more important if we end up standing alone," SAS said.

The group said its fleet had too many aircraft types, and it had an excessive amount of capital employed.

It did not disclose which non-core businesses would be sold. Candidates likely to be considered include its hotel, tour, catering and credit-card operations.

Among the routes to be closed between December 1993 and September 1994 are Copenhagen-Los Angeles, Bergen-London and Gothenburg-Amsterdam. The 17 aircraft made redundant are likely to be sold.

SAS said it was responding to the market situation. "The airline business remains in a state of crisis worldwide. The global recession, coupled with deregulation, has brought about wide-spread overcapacity and put intense pressure on fares," it said.

Schering sees 3% decline and unchanged dividend

By Christopher Parkes in Frankfurt

SCHERING, the Berlin-based pharmaceuticals and chemicals company, expects to pay an unchanged dividend of DM13 for 1993, on net profits likely to be down by about 3 per cent on last year's DM262m (\$153m), Mr Klaus Pöhl, finance director, said yesterday.

At the nine-month mark earnings were DM194m compared with DM201m in 1992, according to an interim report. The company blamed the fall on increasing competition and prices pressure in the drugs business, and falling plant protection sales.

Turnover in Germany, hit by recession and health service reforms, fell 12 per cent to

DM694m, while foreign business grew 4 per cent to DM336m.

The company's shares, which have performed strongly since its multiple sclerosis treatment, Betaseron, was approved by the US authorities last July, lost DM15 on the Frankfurt stock exchange, closing at DM1,060.

Schering stock has also benefited from the company's sharpened focus on the pharmaceuticals business. In its most recent move, it agreed to merge its plant protection operations with those of Hoechst, retaining only a minority stake.

According to Mr Pöhl, sales of Betaseron in the US next year are likely to exceed DM300m compared with

DM300m in the current period. Approval for its use in Europe is not expected before 1995.

Meanwhile, the VCI federal chemicals industry association forecast another poor year for the sector in 1994. Although volume sales might improve, turnover and profits would remain unsatisfactory, it said.

For the current year, it expected volumes to fall 3.5 per cent and industry-wide turnover to drop almost 7 per cent. With an eye on the current wage negotiations, the association warned of more job cuts to come after 30,000 this year.

Unit labour costs in the first eight months of 1993 were more than 3 per cent up on the year, while average productivity had risen only 0.3 per cent.

Inco to take charge for reductions in output

By Bernard Simon in Toronto

INCO plans to take a US\$40m pre-tax charge against first-quarter 1994 earnings to cover the costs of recently announced cutbacks by the Toronto-based nickel producer.

At an analysts' meeting, Inco officials painted a mildly encouraging picture of the international nickel market, predicting a drop in Russian supplies to the west and a significant decline in inventories early next year.

While Inco's 1994 earnings will be hit by lower output and the shutdown charge, the company is giving high priority to further cost-reduction.

Its break-even nickel price is expected to fall below the \$3.12 per pound projected in 1993, down from \$3.15 last year. Capital spending will be cut to \$150m in 1994 from \$180m this year and a recent peak of \$275m in 1990.

Inco predicts that world nickel supply, excluding eastern Europe, Russia and China, will fall to 330m lbs in the first quarter of 1994 from 385m lbs in the final quarter of this year. London Metal Exchange stocks, which have risen steeply in the past three years, are expected to drop to 220m lbs from 270m lbs.

Inco plans to cut its own output by 16 per cent next year. The dent in inventories will be compounded by a projected 40,000 tonne decline in non-LME stocks of Russian metal during 1994.

Foreningsbanken loss grows

By Christopher Brown-Humes

SWEDEN'S fifth biggest bank, Foreningsbanken, yesterday announced an operating loss of SKr1.46bn (\$180m) for the first nine months, up 52 per cent from the same 1992 period.

The result was dragged down by SKr2.38bn in credit losses, a 29 per cent increase from last year.

The bank expects a full-year loss of around SKr2bn and credit losses of more than SKr1.5bn.

The results were announced as the group unveiled details of a series of share offers, which could raise as much as SKr3.4bn in new equity as part of its plans to remain privately-owned and obtain a stock exchange listing.

The Swedish government is

providing a SKr2.5bn guarantee, which can be utilised by the bank if its capital adequacy falls below 9 per cent over the next three and a half years. At the end of September, the ratio was just 5.5 per cent.

A consortium centred on the LRF, the Swedish farmers co-operative, is guaranteeing SKr2.5bn of the new issue, which will be priced at SKr15 per share.

A further SKr400m worth of shares will be offered to Swedish and international institutions, while SKr500m is available for over-subscription.

The bank aims to be quoted on the Stockholm Stock Exchange from January 1. ● STANDARD & Poor's, the debt rating agency, yesterday posted a negative outlook assessment on Investor, the

main holding company of Sweden's powerful Wallenberg family, because of concerns about Saab-Scania, its 100 per cent owned vehicle and aerospace unit. A slide in profits at Saab-Scania contributed to an 80 per cent fall in Investor's half-year profits to SKr406m as it was hit by weak demand.

S&P said the revision of its outlook assessment from the previous status of stable, did not necessarily imply that a downgrade in Investor's debt rating would follow. But it reflected concern about Saab-Scania's medium-term ability to generate surplus cash flow for its parent amid "depressed market conditions and capital expenditure requirements".

The agency said this could force Investor to rely on further asset sales.

German stores reveal link-up plans

By David Waller in Frankfurt

KARSTADT and Hertie, respectively the largest and third-largest department store groups in Germany, yesterday announced their intention to merge.

In a brief statement, the Essen-based Karstadt said its supervisory board had reached agreement with the trusts which control the privately-owned Hertie to buy all parts

of the smaller company's business.

The deal, details of which will be revealed today by Hertie, has been widely expected in Germany for several days.

It will create a group with turnover of DM23bn (\$16.6m). With sales of DM17bn last year, Hertie is about one-third the size of Karstadt, which had sales of nearly DM21bn in 1992. The transaction is likely to value Hertie at DM1.5bn or

more. The rationale will probably be the need to combine forces, given the depressed state of the department store market.

The federal cartel office in Berlin has already hinted it will order the merged companies to sell stores in a number of cities including Berlin, where the two are well-represented. However, the deal as a whole seems unlikely to be blocked.

Unilever in Italian olive oil deal

By David Brown in Amsterdam and Haig Simonian in Milan

UNILEVER, the Anglo-Dutch consumer products group, is to acquire Bertolli, the Italian olive oil and vinegar business formerly owned by the state-controlled SME group.

Last month, SME, which is being slowly dismantled via sales to the private sector, sold its Cirio, Bertolli, De Rica (CBD) canned foods, edible oils and milk division to Fisi, an agro-industrial holding company with extensive interests in southern Italy.

Fisi has now sold Bertolli, Italy's second-biggest olive oils

group, to Unilever. The disposals, which had been expected, follow an earlier unsuccessful bid by Unilever to purchase the entire CBD division directly from SME's parent, the IRI state holding company.

Unilever has now achieved its aim of just acquiring the olive oil business, its target from the beginning. The deal, which encompasses the Bertolli olive oil brand, production and marketing operations in Italy, and foreign sales channels, will add \$150m to Unilever's worldwide turnover in olive oil.

No price for the deal has been disclosed. However, observers have estimated its value at some £1,500m (\$91m).

Fisi will use the proceeds to help finance its £307m purchase of the entire CBD group. It has announced a big rights issue to fund the remainder.

The transaction will consolidate Unilever's dominance of the £1,300m Italian olive oil market, which it already leads with its San Giorgio and Dario brands. In 1991, the latter had a market share of about 14 per cent, against 8.5 per cent for Bertolli.

Unilever will also become the leading olive oil supplier in the US, with sales of nearly \$75m.

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Notice of Early Redemption
U.S. \$100,000,000

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S.A.C.F.I.M.F.A.
9% Obligations Due 1996
(the "Securities")

NOTICE IS HEREBY GIVEN that, in accordance with Condition 5(b) of the Securities which were approved by the shareholders' extraordinary meeting dated October 2, 1991, Compañía Naviera Perez Companc S.A.C.F.I.M.F.A. (the "Company") has elected to redeem all of the outstanding Securities on December 17, 1993 (the "Redemption Date") at 97.832% of their principal amount together with interest accrued to the Redemption Date.

Payment of principal will be made on or after the Redemption Date against presentation and surrender of the Securities at the specified office of the Principal Paying Agent or any Paying Agent listed below in accordance with the terms and conditions of the Securities.

Securities should be presented for payment with all unexpired Coupons, failing which the amount of any such missing unexpired Coupon will be deducted from the sum due for payment.

Payment of interest due on the Redemption Date will be made in the usual manner on or after the Redemption Date against presentation and surrender of the relevant Coupon.

PRINCIPAL PAYING AGENT
The Chase Manhattan Bank, N.A.
Woolgate House, Coleman Street
London EC2 2HD

PAYING AGENTS
The Chase Manhattan Bank, N.A.
5 Rue Pavée
L-2338 Luxembourg

For and on behalf of
Compañía Naviera Perez Companc S.A.C.F.I.M.F.A.
Mauritius - Buenos Aires, Argentina
By: The Chase Manhattan Bank, N.A.
London, Principal Paying Agent
November 12, 1993

Le Groupe Vidéotron Ltée

NOTICE OF REDEMPTION
To the holders of the 7% Convertible
Debentures due March 31, 2002

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of the Trust Deed dated March 31, 1987 between Le Groupe Vidéotron Ltée (hereinafter called the "Company") and General Trust of Canada, as trustee, the Company will redeem prior to maturity on December 10, 1993 (hereinafter called the "Redemption Date") all the 7% Convertible Debentures due March 31, 2002 (hereinafter called the "Debentures") which shall be outstanding on the Redemption Date, at a redemption price equal to 104.50% of their principal amount together with accrued and unpaid interest on said principal amount to the Redemption Date, payable on the Redemption Date in lawful money of Canada:

(a) as concerns the Fully Registered Debentures, at any branch in Canada of The Toronto-Dominion Bank;

(b) as concerns the Coupon Debentures, at the offices of Banque Paribas Luxembourg, the principal paying agent, or at the office of the other paying agents designated in the certificates evidencing the Coupon Debentures.

Payment of the redemption price (\$1,059.50 per \$1,000 principal amount of Debentures) including the redemption premium of \$45.00 and the interest of \$14.50, will be made to holders upon presentation and surrender, at the branches or offices hereinbefore mentioned, of the Debentures together with, in the case of Coupon Debentures, all interest coupons, appertaining thereto bearing Number F-14 to F-30. Holders may also present such securities, together with a copy of this Notice, to the bank or financial institution with whom they normally deal and who, in turn, will obtain payment, as concerns the Fully Registered Debentures, from The Toronto-Dominion Bank or, as concerns the Coupon Debentures, from Banque Paribas Luxembourg.

Pursuant to the provisions of the Trust Deed referred to above, the Debentures may be converted into Subordinated Voting Shares of the share capital of the Company at any time prior to the close of business on the day prior to the Redemption Date, being December 9, 1993, at a conversion price of \$22.00 per Subordinated Voting Share (being a conversion rate of approximately 45.45 Subordinated Voting Shares for each \$1,000 principal amount of Debentures).

AND NOTICE IS HEREBY GIVEN that interest shall cease to accrue upon the Debentures so called for redemption from and after the Redemption Date, and coupons for interest to accrue after the Redemption Date upon the said Debentures shall become null and void.

Montreal, November 9, 1993.

GENERAL TRUST OF CANADA
on behalf of
Le Groupe Vidéotron Ltée

NOTICE OF EARLY REDEMPTION
To the Holders of all outstanding
WELLS FARGO & COMPANY
US\$150,000,000
Floating Rate Subordinated Notes Due 1994
ISIN US 949740 AV 63

NOTICE IS HEREBY GIVEN that, all of the outstanding US\$150,000,000 Floating Rate Subordinated Notes Due 1994 (the "Notes") issued by Wells Fargo & Company (the "Company") will be redeemed by the Company on December 15, 1993 (the "Redemption Date"). The Company will redeem the Notes at 100% of their principal amount together with accrued and unpaid interest to the Redemption Date (the "Redemption Price"). In the case of a Bearer Note payment will be made by a US dollar check drawn on, or by transfer to a US dollar account maintained by the payee with, a bank in New York City upon presentation and surrender of the Note together with all Coupons appertaining thereto maturing on or after the Redemption Date at the offices of the Paying Agents listed below. Payments of principal on a Registered Note will be made by US dollar check drawn on a bank in New York City against surrender of the Registered Note at the New York City Office of Morgan Guaranty Trust Company of New York (the "Registrar"). Upon application by the holder to the specified office of the Registrar not later than November 30, 1993 (the "Record Date") payment may be made by transfer to a US dollar account maintained by the payee with a bank in New York City. Payments of interest on a Registered Note will be made in the usual manner. Interest on the Notes shall cease to accrue thereafter and the Coupons for any such interest maturing after the Redemption Date shall be void, irrespective of whether or not such Note and Coupons have been surrendered for payment of the Redemption Price. The Notes are being redeemed pursuant to the provisions of the Indenture dated as of September 1, 1984, as amended and supplemented, between the Company and Morgan Guaranty Trust Company of New York, as Trustee.

PAYING AGENTS

Morgan Guaranty Trust Company of New York 60 Victoria Embankment London EC4 0JP England	Morgan Guaranty Trust Company of New York Avenue des Arts 35 1040 Brussels Belgium	Morgan Guaranty Trust Company of New York 14 Place Vendôme 75001 Paris France
Swiss Bank Corporation Aeschenvorstadt 1 CH 4002 Basel Switzerland	J.P. Morgan GmbH Mainzer Landstrasse 46 D-6000 Frankfurt am Main 1 Germany	Kreditbank S.A. Luxembourg 43 Boulevard Royal L-2955 Luxembourg

REGISTRAR
Morgan Guaranty Trust Company of New York
Basement A
55 Exchange Place
New York, NY 10260-0023
USA

Under the Internal Revenue Code of 1986, as amended, we may be required to withhold 31% of any gross payment made to holders who fail to provide us with, and certify under penalty of perjury, a correct taxpayer identification number (employer identification number or social security number, as appropriate) on or before the date the securities are presented for payment. Those holders who are required to provide their correct taxpayer identification number on Internal Revenue Service Form W-9 and who fail to do so may also be subject to a penalty under the Internal Revenue Code of \$50. Certain holders who are not US persons may be required to submit a completed Internal Revenue Service Form W-8 to avoid such withholding.

By: Morgan Guaranty Trust Company of New York
as Trustee

Dated: November 12, 1993

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Standard Chartered PLC
Incorporated in England and Wales

**US\$400,000,000 Undated Primary Capital
Floating Rate Notes**

In accordance with the provisions of the Notes, notice is hereby given that for the Interest Determination period from 15th November 1993 to 15th December 1993 the Notes will carry interest at the rate of 3 7/8 per cent per annum.

Interest accrued to 15th December 1993 and payable on 12th January 1994 will amount to US\$30.21 per US\$100,000 Note and US\$302.08 per US\$100,000 Note.

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R.C. Luxembourg N° B 29386

Notice to the Shareholders
The Board of Directors of the Sicav has decided on October 29, 1993 the payment of interim dividends for the following compartments:

Sterling Fixed Interest	£ 0.30 per share
European Fixed Interest	DM 0.30 per share
Global Bond	US\$ 0.30 per share

The dividends will be paid on November 22, 1993 to shareholders on record on November 12, 1993 (NAV per November 11, 1993) against remittance of coupon N° 6. The shares will be quoted ex-dividend as from November 15, 1993 (NAV per November 12, 1993).

Paying Agent: Kreditbank S.A. Luxembourg
43, boulevard Royal, L-2955 Luxembourg

By order of the Board of Directors

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INTERNATIONAL COMPANIES AND FINANCE

Pacific Bell to invest \$16bn in super-highway

Martin Dickson
New York

CIFIC Bell, the telephone company serving California, today announced plans to invest \$16bn over seven years to create a multi-media communications super-highway across its territory. It also ordered American Telephone and Telegraph a contract estimated at some \$50m to supply parts for the system.

The project is thought to be the largest single network modernisation announced by a US telecommunications company since the mid-1980s. It is also a coup for AT&T, which will act as systems integrator for the network and supply much of its hardware. Its interest is said by Pacific Bell to be the "single largest purchase in telecommunications history".

Pacific Bell, a subsidiary of the Pacific Telesis telecommunications group, said the modernisation programme would begin next year and initially concentrate on the heavily populated centres of San Francisco, Los Angeles, Orange County and San Diego.

More than 1.5m homes would be hooked up to the super-highway by the end of 1996 and more than 5m homes - or 60 per cent of those it now serves - would be connected by the end of the decade.

In addition to advanced telecommunications, Pacific Bell intends to offer video services, bringing it into direct competition with local cable television operators.

However, before it can get into the video market it must first overcome a ban on telecommunications companies entering this area, imposed under the 1984 cable act. Another local telecommunications group, Bell Atlantic, has already won this right through court action.

The investment is a bold step for Pacific Telesis, which has held back from the US rush into multi-media services and alliances between programme providers and communications distributors. It said yesterday it believed it could obtain regulatory approval in a content provider.

The company said it could fund the upgrade by cutting \$500m to \$1bn from its cost structure, with no additional expense to rate-payers and no additional debt for now.

IBM may sell off Federal Systems

By Louise Kehoe
In San Francisco

INTERNATIONAL Business Machines is "exploring the possibility" of selling all or part of its Federal Systems Company, a US-based division that sells computers and services to the Federal government.

IBM said it had been contacted by several companies acting individually, which were interested in acquiring all or part of FSC. In the past, similar inquiries have been turned down. Now, however, faced with declining profits, IBM is apparently more receptive to such offers.

"We are evaluating several proposals," a spokesman said, while emphasising that no decision had been made. FSC sells almost exclusively to the US government. Its contracts typically involve complex systems integration projects, such as air traffic control.

A large portion of its business is with the US Defense Department and the division is also responsible for sales of office computers to all government agencies.

The distinctive nature of FSC's business makes it a potential candidate to be sold as IBM struggles to reduce costs and boost its profitability.

FSC employs 11,400 people, almost all of them in the US. The division posted 1992 revenues of \$2.2bn, up from \$1.9bn the previous year, but its business has been relatively flat over recent years amid US defence spending cuts.

For 1993, the division recorded a net profit of \$71m after being assessed for a portion of IBM's restructuring charges.

The sale of FSC would, however, break an historic tie between the US government and IBM. Traditionally, IBM has been one of the largest suppliers of computer equipment and services to the US government.

Although the federal government is the largest purchaser of computer equipment and services in the US, it is a notoriously difficult customer.

Dark horse Nextel looks for a winning line

Louise Kehoe on a company making an impact in the US cellular telephone sector

NEXTEL Communications, a six-year-old New Jersey radio dispatch service company, this week burst on to the scene as a potential new rival to established US cellular telephone services. The little-known company came into the limelight with the acquisition of mobile radio spectrum rights from Motorola of the US for \$1.8bn in stock.

Formerly called Fleet Call, Nextel is the second largest company, behind Motorola, in the US "specialised mobile radio" (SMR) market, providing radio dispatch communications services for taxis, delivery vans and the like.

Growth in the SMR sector has been constrained by the lack of radio-frequency capacity in most US cities, making it a sleepy backwater in an otherwise booming business.

But Nextel has ambitious plans to build its SMR business into a national network, using new digital technology from Motorola which in addition to dispatch services will provide mobile telephone, messaging and paging services.

The Motorola deal tops a series of smaller transactions through which Nextel has acquired radio licences and stakes in other companies with licences. These deals have given it access to 45 of the 50 most populous

regional markets in the US. Since its formation Nextel has raised \$1.2bn through public and private equity and debt offerings. But the company has paid for most of these acquisitions with stock, taking advantage of a run-up in its share price from \$15 at the beginning of last year to \$47.4 yesterday on the New York stock exchange.

In another deal announced this week, Nextel reached an agreement with Nippon Telegraph and Telephone of Japan, one of the world's largest telecommunications companies.

NTT will assist Nextel with the design and management of a network connecting all of its SMR sites throughout the US. To cement the deal, NTT will acquire a 1 per cent stake in Nextel, or about 1.5m shares, for \$75m.

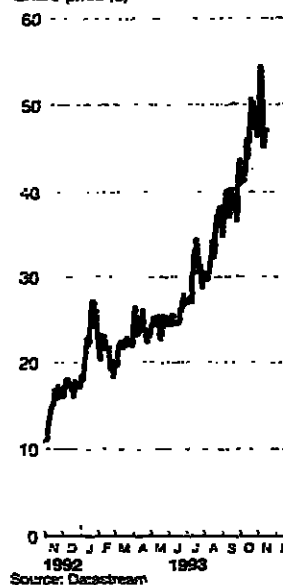
Motorola, which received a 30 per cent stake in Nextel in exchange for its radio licences, has also provided the company with \$200m in credit facilities for the purchase of Motorola equipment.

Other Nextel shareholders include Comcast, a cable television and cellular phone service company, which holds a 12 per cent stake, with rights to boost its holding to 30 per cent. Matsushita Communications, which owns about 5 per cent, and Northern Telecom.

Investors have been lured to

Nextel Communications

Share price (\$)



Source: Datastream

Nextel by the promise of a high-growth US market for mobile communications services. There are about 13m cellular phone subscribers in the US, and the market is expected to grow 40 per cent this year.

Nextel's digital mobile phones will not be compatible with existing analogue cellular services. However, the com-

pany believes it can attract customers by offering "integrated" mobile communications services and improved quality.

"Currently 64 per cent of our dispatch customers also carry a cellular telephone, while 53 per cent carry a pager," said a Nextel spokesman.

For these and the increasing number of business travellers who carry a collection of electronic devices, integrated communications services with a single multi-purpose handset is expected to have a strong appeal.

Nextel will also provide integrated billing and says its prices will compare favourably with multiple services purchased separately from competitors.

"No longer will customers be required to carry two or three pieces of hardware, paying two or three bills to two or three different service providers," said Mr Brian McAuley, president and chief executive of Nextel.

Nextel is testing its technology and marketing strategy in Los Angeles where it began a pilot project with about 500 customers this summer.

Full scale marketing will begin in January, with Nextel targeting businesses such as estate agents, film and TV producers, caterers and others who typically carry more than

one communications device. Eventually, Nextel aims to tap into the growing consumer market for mobile communications.

Nextel plans to move quickly. It aims to have a California-wide network in operation early next year, with New York and Chicago to follow by mid-1994 and a nationwide service by the end of 1995.

The cost of deploying its services across the US could be more than \$1bn, and it may be years before it turns in a profit, analysts warn. In the event ended March 31, Nextel lost \$3.6m on \$53m revenue.

Competition is also mounting, with leaders in the US cellular telephone market, such as GTE and Pacific Bell, beginning to upgrade to digital technology. Personal Communications Service "Pocket" telephones are also on the horizon, promising yet another option for mobile communications.

So far Nextel is the only company in the US mobile communications market to promise a nationwide service. With the cellular telephone industry locked in a battle over digital technology standards, Nextel may become the dark horse that comes out ahead in the mobile communications race.

Double-digit rise at The Gap

By Frank McGurty in New York

THE GAP, the US casual clothing store chain, impressed Wall Street yesterday by reporting a double-digit increase in earnings despite a flat retailing environment.

Net income advanced to 78.9m, or 54 cents, compared with 62m, or 43 cents, in the corresponding period of 1992, when excessive inventory forced the clothing chain to mark down many prices.

The results exceeded the forecasts of analysts, who had expected earnings of 47 to 50 cents, and triggered so much buyer interest that stock trading was briefly suspended.

When activity resumed, the share price shot up 2 1/2 to a 52-week high of \$38 1/2.

In the three months to the end of October, sales rose by a moderate 8.6 per cent to \$98m, against \$92m in the year-earlier quarter. The gain comes during a disappointing season for some US apparel retailers.

Mr Thomas Kelly, an analyst with William Blair, a New York securities firm, said the chain maintained a tighter grip on its inventory this autumn by limiting its collection to the most popular items.

In the nine months to end October, net income was up to \$149.1m, or \$1.03, on revenues of \$2.2bn, a 10 per cent gain.

Walt Disney's historical vision

By Martin Dickson
In New York

WALT DISNEY, the US entertainment group, yesterday announced plans to build a new theme park, featuring re-enactments of events in American history, on a 3,000-acre site in northern Virginia, just west of Washington, DC.

The company said the park and a related shopping complex could open as early as 1998 if agreements on development were reached with local and state governments.

It would create some 3,000 jobs in the area. Confirmation of the long-run scheme came just 24 hours after Euro Disney, the Paris theme park in which

Walt Disney has a 49 per cent stake, reported annual losses of \$60m.

Virginia is a growing tourist destination, with attractions which include the restored colonial village of Williamsburg and several theme parks, including those operated by Paramount Communications and brewer Anheuser-Busch.

Disney said its park would be different from the others it operates which focus on Disney characters, in both subject matter and presentation.

It would use new technology to allow visitors to "participate in historical events by, for example, piloting a world war two aircraft and taking part in Revolutionary and Civil War battle re-enactments."

Visitors would also meet life-like dummies of US presidents using Disney's audio-animatronic technology.

The village, near the civil war battlefield of Bull Run, would also include a high speed "thrill" attraction called the industrial revolution.

The project has yet to receive planning permission, and complications here could scupper it. Disney abandoned a \$3bn marine park in Long Beach, California, which it had announced in 1980, because of regulatory and environmental concerns.

Congressional sources said the company hoped the Virginia park would attract up to 30,000 visitors a day.

Air Canada turnaround continues in quarter

By Robert Gibbons in Montreal

A LEANER, more competitive Air Canada continued its turnaround in the third quarter despite slow economic recovery and slack operating revenues.

It reported third-quarter operating revenues of C\$1.03bn (US\$795m), up 2 per cent from a year earlier, and operating income of C\$94m, against C\$39m in the fourth consecutive year-to-year gain at the operating level and an improvement over the June quarter. Final net profit was C\$43m, or 56 cents a share (fully diluted), against a loss of C\$14m, or 19 cents.

For the nine months, revenues rose slightly to C\$2.75bn and operating income was C\$82m, against a loss of C\$97m. After restructuring and financial charges, the net loss was C\$236m, or C\$3.20, against a loss of C\$307m or C\$4.14.

But Mr Hollis Harris, chairman, warned of more cuts and staff reductions ahead unless structural problems in the Canadian airline industry were resolved soon. He renewed Air Canada's C\$1bn offer for Canadian Airlines' international routes, adding: "We remain available to find a comprehensive solution." Under this plan Canadian would become domestic carrier.

For the nine months, revenues rose slightly to C\$2.75bn and operating income was C\$82m, against a loss of C\$97m. After restructuring and financial charges, the net loss was C\$236m, or C\$3.20, against a loss of C\$307m or C\$4.14.



THE SOUTH AFRICAN BREWERIES LIMITED

(Incorporated in the Republic of South Africa)
Reg. No. 69/16025/06ABRIDGED INTERIM REPORT
for the six months ended 30 September 1993

Turnover

Growth of 10% to exceed R11 billion

Trading profit

Rises by 8% to just short of R1 billion

Profit after taxation

Up 12% for the half year

Attributable earnings

Improve by 12%

Earnings and Dividend per share

11% increase

Prospects

Shorter term prospects for the economy remain highly uncertain. However, the Group's aim is to maintain the rate of improvement in performance at around present levels for the remainder of the financial year.

INTERIM DIVIDEND

The Directors have declared an interim dividend of 39 cents per ordinary share, on account of the year ending 31 March 1994, payable on or about 31 December 1993 to ordinary shareholders registered in the books of the company at the close of business on 10 December 1993 ("the record date").

2 Jan Smuts Avenue Johannesburg 2001 Republic of South Africa

Copies of the Interim Report, which contains full particulars of the dividend, can be obtained from the London Secretaries, Johannesburg Consolidated Investment Company (London), Limited, 6 St James's Place, London SW1A 1NR.

NOTICE OF REDEMPTION

To the Holders of

THE BANK OF NEW YORK COMPANY, INC.

Floating Rate Subordinated Capital Notes Due 1997

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of the Indenture dated as of December 5, 1988, between The Bank of New York Company, Inc. (the "Company"), and Morgan Guaranty Trust Company of New York, as Trustee (the "Trustee") relating to \$275,000,000 aggregate principal amount of the Company's Floating Rate Subordinated Capital Notes Due 1997 (the "Securities"), the Company has elected to redeem and will redeem on December 13, 1993, (the "Redemption Date"), all of the \$275,000,000 of the Floating Rate Subordinated Capital Notes Due 1997.

Interest payable on December 13, 1993 will be paid in the usual manner, in the case of Registered Securities, by separate check to holders of record as of the close of business on November 22, 1993 and, in the case of bearer Securities, upon presentation of the appropriate coupon. From and after the Redemption Date, interest will cease to accrue on the Securities. The Redemption Price will be the sum of the Redemption Date and will be made, upon presentation and surrender of the Securities, together with any coupons representing interest, if any, maturing after the Redemption Date, at any of the following offices of Morgan Guaranty Trust Company of New York:

60 Victoria Embankment, London EC4Y 0JP
1040 Riverside Avenue, St. 35, 1040 Riverside
14 Place Vendôme, Paris 75001
P.O. Box 12523, Dallas, Texas 75212
P.O. Box 12523, Dallas, Texas 75212
P.O. Box 12523, Dallas, Texas 75212

At the offices of any of the other Paying Agents listed below:
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In case payment to other than the registered holder is desired, the Securities must be accompanied by properly executed instruments of assignment and transfer.

THE BANK OF NEW YORK COMPANY, INC.

By: Morgan Guaranty Trust Company as Trustee

Dated: November 12, 1993

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U.S.\$700,000,000

SUMITOMO BANK INTERNATIONAL
FINANCE N.V.Guaranteed Floating Rate Notes
due 2000

Guaranteed on a Subordinated Basis as to

Payment of Principal and Interest by

The Sumitomo Bank, Limited

In accordance with the Description of Notes and Guarantee, notice is hereby given that the rate of interest for the three months from 12th November, 1993 to 14th February, 1994 has been fixed at 3.75 per cent per annum and that the coupon amount payable on Coupon No. 14 on 14th February, 1994 will be US\$97.92 per note of US\$100,000, US\$97.17 per note of US\$100,000 and US\$97.17 per note of US\$100,000.

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Elan Corporation, plc

(Incorporated and registered in Ireland under the Companies Act, 1963 - Registered Number 30356)

Introduction to

The Official List

Sponsored by

Davy Corporate Finance Limited

Share Capital

The following table summarises the authorised and issued share capital of the Company. Admission to the Official List is being sought in respect of the Ordinary Shares of IR4p each.

Authorized	Number of Shares	Issued and fully paid	Number of Shares
		IR2	IR4
4,000,000	100,000,000	1,259,014.16	31,473,354
1,000	1,000	1,000	1,000
1,000	25,000	855	21,375

Elan Corporation, plc is a leading worldwide drug delivery company. Its innovative drug absorption technologies are designed to improve patient care in a cost effective manner.

The primary market for Ordinary Shares is in the form of American Depositary Receipts ("ADRs") evidencing American Depositary Shares ("ADS") each of which represents one Elan Ordinary Share. It is intended that the Ordinary Shares in ADR form will be shown on a separate dealing line on the Official List and it is expected that most transactions in Ordinary Shares will be in the ADR form.

Listing particulars relating to the Company have been approved by the London Stock Exchange as required by the listing rules under Section 142 of the Financial Services Act 1986 and are available, for collection only, during normal business hours up to and including 16 November, 1993 from the Company Announcements Office, The Irish Stock Exchange, 28 Angel Street, Dublin 2 and the Company Announcements Office, The London Stock Exchange, Stock Exchange Tower, Capel Court Entrance, Off Bartholomew Lane, London EC3N 1HP and, for collection only, during normal business hours up to and including 26 November 1993 from Elan Corporation plc, Monkland, Ailstone, Co. Wexmouth, Ireland and Davy Corporate Finance Limited, Davy House, 49 Dawson Street, Dublin 2, Ireland.

12 November, 1993

WEST RAND CONSOLIDATED MINES LIMITED

(Company Registration No. 01/01/97/006)

(Incorporated in the Republic of South Africa)

Cautionary announcement

Further to the announcement of 21 October 1993, shareholders are advised that negotiations which could affect the share price are still in progress, and until a further announcement is made, shareholders are advised to continue to exercise caution in dealing in their shares.

Johannesburg

12 November 1993

U.S.\$200,000,000

Indian Oil

Corporation Limited

Guaranteed Floating Rate

Notes Due 1994

For the six months period from

12th November 1993 to 12th May 1994

the Notes will carry an interest rate of

5.75% p.a. and the Coupon Amount per

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CHINA FUND

LIMITED

Unaudited NAV per share

as at 31st October, 1993

US\$11.04

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INTERNATIONAL COMPANIES AND FINANCE

Microsoft alters distribution chain for Europe

By Alan Cane

MICROSOFT, the world's largest personal computer software supplier, is changing its European distribution methods as part of its strategy of retreating from activities other than software development and manufacture.

It plans to eliminate one link in the software distribution chain to European customers.

The group intends to open a European distribution centre at its manufacturing facility in Dublin, Ireland, which will eventually provide a single warehouse and distribution service for its European distributors.

In the UK, Microsoft's principal distributors are Merisel and Frontline.

The new Irish distribution centre will remove the need to carry inventory in each country and Microsoft's warehouses will be phased out over the next year.

The company has been acting as its own master distributor in Europe, importing prod-

ucts separately in each country and supplying them to distributors.

"Microsoft is a software company, not a distributor and if we are to continue to be successful we must focus on this," said Mr Bernard Verges, president of Microsoft Europe.

"In the past five years we have seen Europe move towards being a single market with more companies wanting to do business at a pan-European level," he added.

The company is working with distributors to establish electronic links which will enable products to be manufactured to order.

Distributors will place orders directly with the manufacturing plant. Microsoft operates this system in the US where it deals with only three main distributors.

In comparison, it has arrangements with almost 100 distributors in Europe.

The company's Irish manufacturing plant is producing software at the rate of about 12m units a year.

Mitsubishi Petrochemical in the red in first half

By Robert Thomson in Tokyo

MITSUBISHI Petrochemical, the Japanese plastics and chemical producer, reported a ¥5.4bn (\$50m) pre-tax loss for the first half to September, as leading customers demanded price reductions during a difficult trading period.

In the same period last year, Mitsubishi Petrochemical had a pre-tax profit of ¥6bn, but it slipped into the red as sales in the first half this year were down 9.6 per cent to ¥169.7bn, partly because industrial customers were hurt by the yen's appreciation and the advantage of cheaper imported raw materials was lost.

Profits were eroded by maintenance work at a petrochemical complex. For the full year to March, it is forecasting a pre-tax loss of ¥5.5bn, against a profit of ¥3.2bn last year, on

sales of ¥350bn, down from ¥372bn. It said an interim dividend would not be paid.

Asahi Chemical Industry, the chemicals, plastics and synthetic fibre producer, said its pre-tax profits fell by 50 per cent to ¥3.7bn during the half year to September and sales by 6.3 per cent to ¥456.4bn.

It expects profit for the full year of ¥22bn, down from ¥35.5bn last year and from its previous forecast of ¥30bn.

Teijin, Japan's leading maker of polyester, suffered a 33.2 per cent fall to ¥6.06bn in pre-tax profit for the first half. Textile sales fell 13.7 per cent and chemical sales 9.5 per cent.

Total sales slipped 3.8 per cent to ¥154.5bn, and sales for the year are forecast at ¥320bn, a fall from ¥332bn last year. Pre-tax profit for the year is expected to be ¥11.5bn, compared with ¥17.5bn last year.

Nedcor increases earnings by 17%

By Philip Gawth in Johannesburg

NEDCOR, South Africa's fourth-largest bank, met market expectations with a 17 per cent rise in earnings per share to 251 cents in the year to September, from 215 cents last time.

The results, which are identical to those of its two main competitors, confirm the bank is in sound health. Its shares have enjoyed a substantial re-rating over the past year, their price rising to R24 from a low of R13.75 in November 1992.

There was a good performance from the Perm, the home loan arm of the group, which has encountered problems through its high exposure to the difficult township market. The Perm increased net income by 22 per cent to R85m (\$19.3m) from R70m.

Mr Richard Laubscher, managing director, said the Perm's bad debt level was 20 per cent down on last year, and that 94 per cent of the total bond book was fully paid up to date.

Net interest income in the group rose by 11 per cent to R1.8bn from R1.62bn, while other income rose by 14 per cent to R1.18bn from R1.04bn. Specific and general risk provisions increased by 22 per cent to R282m from R231m - more than that of some competitors. Mr Chris Liebenberg, chief executive, said: "We want to be as conservative and realistic as possible."

A 9 per cent fall in the tax bill helped boost attributable earnings by 33 per cent to R501m from R408m.

The dividend rose by 17 per cent to 77 cents per share from 66 cents. Group advances grew to R40bn from R34.7bn and total assets rose to R51.7bn from R47.3bn.

Correction National Commercial Bank

TOTAL assets of Saudi Arabia's National Commercial Bank stood at SR63.7bn in 1992, and not SR26bn as stated in some editions yesterday.

Litigation gives Mitsui second thoughts

Robert Thomson examines the setback in plans for a merger of two Japanese pharmaceutical groups

ON SIGNING a merger agreement with Toyama Chemical earlier this year, executives at Mitsui Pharmaceuticals were delighted at extending their range of antibiotics and issued an optimistic profit forecast for the new company's first year of trading.

But a closer look at Toyama Chemical has prompted Mitsui Pharmaceuticals and the Mitsui group to step back from the agreement reached in April, and request that the two sides restart negotiations in the hope of signing another contract late next year.

Mergers are rarely simple in Japan, as prospective partners are often unable to agree on the mixing of their rigid management hierarchies. But the scrapping of the Toyama-Mitsui agreement highlights how the excesses of the so-called "bubble era" of the late 1980s have added to the risks of corporate marriage.

The delay is a loss of face for both companies, but Mitsui Pharmaceuticals, a subsidiary

of Mitsui Toatsu Chemicals, thought it safer to wait until the settlement of litigation pending over the collapse of a Toyama affiliate, Yubo Chemical, which had debts estimated at ¥40bn (\$373m) when it failed in late 1990.

Yubo was a conservative chemicals company until the late 1980s, when it diversified into property development and became friendly with the recently dissolved Itoman trading group, which found itself entangled in art scams and underworld deals.

Sanyo General Capital, a financial affiliate of Sanyo Securities, a second-tier Japanese broker, has launched a legal action against Toyama Chemical to recover ¥5bn in compensation for loans made to Yubo.

The prospect of inheriting at least one legal action, and perhaps more if the case was suc-

cessful, led Mitsui Pharmaceuticals to think again. The retreat was complicated, however, as Sakura Bank, at the centre of the Mitsui family of companies, is also a main bank of Toyama Chemical.

"In principle, there is no problem, but the companies will make a new agreement based on the most recent financial data. We will also solve problems relating to computer systems, company rules and the legal case," Mitsui Toatsu said.

Mitsui says that "we are told" that Toyama will have no responsibility, but "we will see what happens in the court case". Toyama is more enthusiastic, arguing that the merger will definitely be remade when the two sides sort out differences over management structures and computer systems.

These are the more common disagreements between potential merger partners, along with asset valuation, which was sometimes arbitrary before the bubble era, and has since become an even greater source of contention. Companies have been very reluctant to write down the value of assets in the wake of the bubble's collapse.

An emerging problem is redundancy payments, as many Japanese companies have failed to keep pace with retirement benefit schemes, partly because only 40 per cent of the provisions are tax deductible. But the need to cut workforces creates a larger than expected liability for companies merging with or acquiring an underfunded partner.

In the longer-term, as Toyama and Mitsui discovered even before joining hands, keeping middle managers

happy and streamlining the hierarchy are difficult to balance. Nippon Steel, the world's leading steelmaker, was created in 1970 through the merger of two companies, and the presidency is still alternated between managers who joined from the two different streams.

However, Mitsui had been prepared to tackle these difficulties in the hope of building a pharmaceutical company comparable to those of the Mitsubishi and Sumitomo keiretsu, or corporate families. Mitsui also said that it and Toyama had research and marketing systems that would complement rather than compete with each other.

Despite these benefits, the Mitsui group has decided that it doesn't want a share of Toyama's legal troubles. Another new characteristic of the post-bubble climate is a greater willingness by Japanese companies to take legal action to settle disputes.

NEWS IN BRIEF

More calls to China lift KDD

KDD, Japan's international telecommunications company, posted a rise in six-month sales and profits due to an increase in international calls to China and other Asian countries, writes Emiko Terazono.

Unconsolidated pre-tax profits for the first half of 1993-94 rose by 31.3 per cent to ¥15bn (\$149m) on a 3.5 per cent advance in sales to ¥124.4bn. After-tax profits increased by 52.4 per cent to ¥10.5bn.

For the full year to March, KDD expects pre-tax profits to rise by 12.4 per cent to ¥30bn on a 3.3 per cent increase in sales to ¥248bn.

Malaysian utility profit up 31%

TENAGA Nasional, the partially privatised Malaysian electricity utility, has announced pre-tax profits for the year ending August 31 1993 of M\$1.85bn (US\$728m), a 31

per cent rise on last year's figures, writes Kieran Cooke in Kuala Lumpur.

Revenues were up 18 per cent to M\$5.03bn while earnings per share rose 15 per cent to 50.8 Malaysian cents. The total dividend for the year was 12 Malaysian cents.

Tenaga, in which the government still owns a stake of more than 70 per cent, is one of Malaysia's biggest listed companies.

The electricity utility has had a difficult year and came under strong criticism following serious power shortages.

Pasminco plans to raise AS\$88m

PASMINCO, the Australian zinc and lead producer, yesterday announced plans to raise AS\$88m (US\$56m) of new capital by a private placement of 72.1m new shares at AS1.22 each, writes Nikki Tait in Sydney.

The move will increase Pasminco's issued capital by about 10 per cent. Pasminco's two biggest shareholders, CRA and North Broken Hill, both participate in the issue, subscribing for approximately 21.6m shares, or 3 per cent of the

pre-placement issued capital. This is the maximum they are allowed to subscribe for under the Australian law.

CRA and North Broken Hill will fund the purchase by converting approximately AS\$6.4m of a \$40m drawn portion of a loan facility which they have provided to Pasminco. The total facility is for AS100m.

Pasminco said that it would use the funds to reduce debt, which has already fallen recently due to the sale of a UK zinc smelter, MIM.

It added that negotiations with the Dutch authorities over the Budelec zinc smelter in the Netherlands, in which it holds a 50 per cent interest, had "progressed constructively" and it expects agreement to be reached before the end of 1993.

Alcoa acquisition

ALCOA, the integrated aluminium producer, is taking a one-third stake in Australian Fused Materials, a West Australian producer of fused alumina for refractory applications, writes Nikki Tait.

The stake is being bought by ACAP Australia, which is jointly owned by Alcoa of Australia and the industrial chemicals division of the Aluminum Company of America.

Economic slump boosts Japanese suit makers

By Emiko Terazono in Tokyo

JAPAN'S discount suit makers saw interim profits for the six months to September surge as consumers turned to cheaper products due to the prolonged economic downturn.

Aoyama Trading, the leading manufacturer and retailer of office workers' blue suits, reported a 34.5 per cent jump in non-consolidated pre-tax profits to ¥12.2bn (\$114m) on a 38.7 per cent rise in sales to ¥76.5bn. After-tax profits soared by 41 per cent to ¥7.2bn.

The company, which is known for its aggressive discounts, has been actively launching new outlets throughout the country.

It opened a store in the luxury shopping area of Ginza in Tokyo this year. For the full year to March, Aoyama expects a 15.9 per cent rise in pre-tax profits to ¥35bn on a 32.5 per cent increase in sales to ¥159.5bn.

Aoki International said its interim pre-tax profits rose by

8.3 per cent to ¥5.2bn, helped by an expansion of sales outlets.

Half-year sales advanced by 10 per cent to ¥36.1bn, while after-tax profits rose by 3.5 per cent to ¥2.5bn.

The company said sales at existing stores were stagnant because of the bad summer weather, but it saw an increase in demand for its original design items. For the full year to March, Aoki expects a 26.7 per cent rise in pre-tax profits to ¥13.6bn on a 16.4 per cent advance in sales to ¥94bn after the planned launch of 21 new stores.

Seiwa, the Japanese drug company, said pre-tax profits for the half year to September rose by 11 per cent to ¥38.7bn due to firm sales and cost-cutting efforts.

The company posted a 2.7 per cent increase in sales to ¥306.2bn and a 27 per cent rise in after-tax profits to ¥17.2bn.

For the year to March, the company expects a 9.6 per cent rise in pre-tax profits to ¥77bn, while sales are expected to remain almost flat at ¥359bn.

The Financial Times plans to publish a Survey on

Belgian Banking and Finance

On Thursday November 25.

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*Source: The Professional Investor Community Worldwide 1991/1992

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FT Surveys

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CALLING OF A SHAREHOLDERS MEETING

The shareholders of Credito Italiano are called to attend an Extraordinary Shareholders Meeting to be held on November 20, 1993 at 3.30 p.m. in the Bank's registered office in Genoa, in Via Dante 1. If necessary a second sitting will be held on November 27, 1993 at the same address and at the same time, to discuss and debate upon the following

Agenda

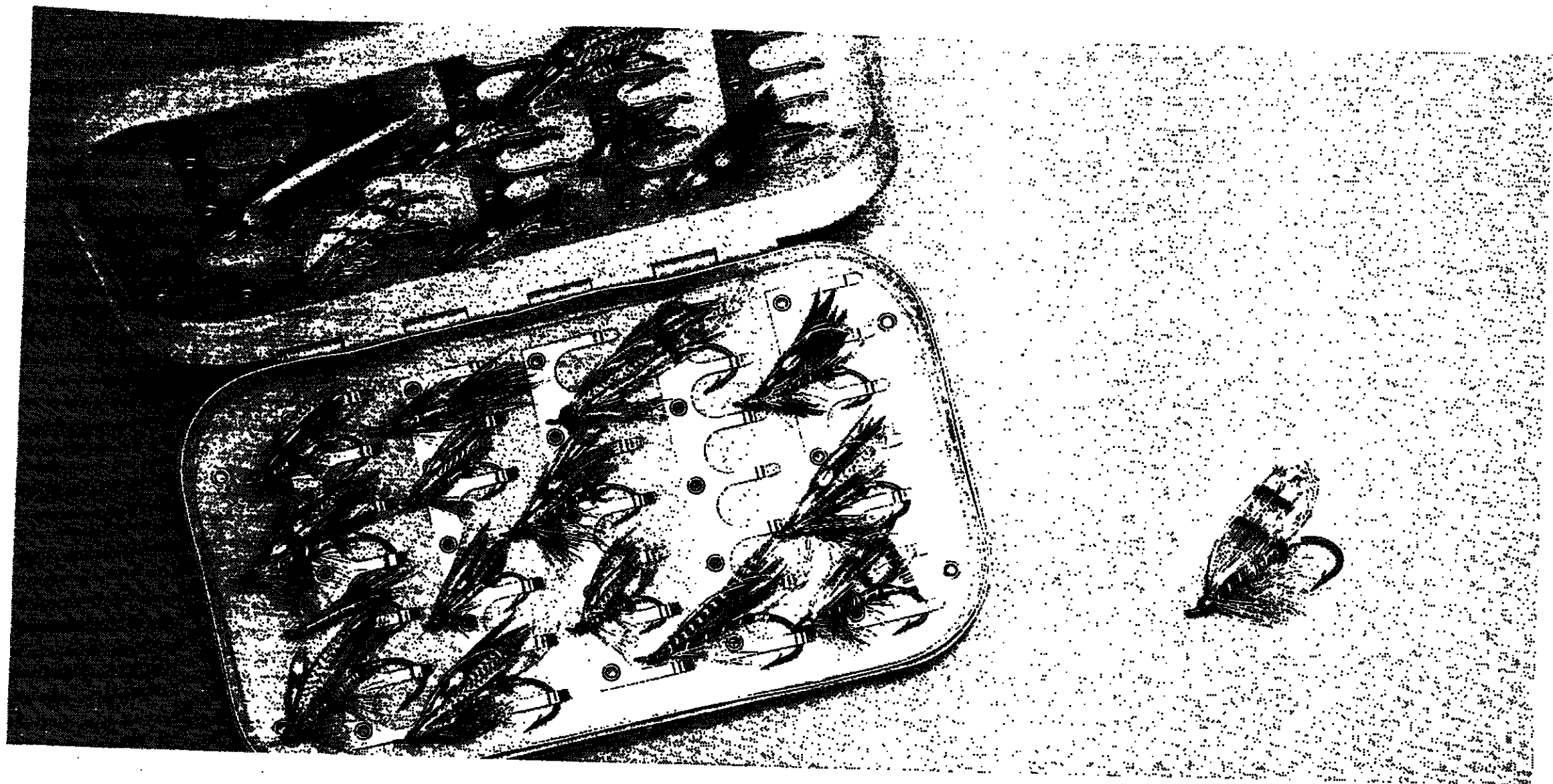
- 1) To amend the following articles of the company's Articles of Association: 5, 6, 12 and 16.
- 2) To give shareholders holding savings shares, the possibility of converting these into ordinary shares. The conversion ratio would be one ordinary share for each savings share held, against payment of Lit. 160 for each share converted.
- 3) To establish the period for the conversion. This would run from January 17, 1994 to February 11, 1994. After this, no further conversions may be requested.
- 4) To establish the date of January 1, 1993 as the dividend-bearing date for the new ordinary shares deriving from the savings shares.
- 5) To amend - once the conversion period in which the requests to convert savings shares into ordinary shares has expired - Article No. 5 of the Articles of Association, changing the number of ordinary and savings shares which represent the bank's capital to reflect the converted shares.
- 6) To grant the Managing Directors all powers needed to render the above resolutions executive, to accept and incorporate into same and into the new Articles of Association any and all changes, to make all additions and cancellations requested by the regulatory authorities or by the Courts when certifying them, and to then proceed to deposit and register same as called for by law, and to establish and define any and all other formalities regarding the conversion of savings shares into ordinary shares.

All shareholders holding ordinary shares with voting rights may attend the meeting, providing that they are listed in the Shareholders Register, and that they have deposited their shares with any Credito Italiano branch or with Monte Titoli S.p.A., at least five days before the date scheduled for the Shareholders Meeting.

THE BOARD OF DIRECTORS



A CREDITO ITALIANO COMPANY - BANK OF INTERNATIONAL TRADING
HEAD OFFICE: CREDITO ITALIANO S.p.A. - VIA DANTE 1 - 10121 TORINO
TELEFONO: 011/510000-510001-510002-510003-510004-510005-510006-510007-510008-510009-510010-510011-510012-510013-510014-510015-510016-510017-510018-510019-510020-510021-510022-510023-510024-510025-510026-510027-510028-510029-510030-510031-510032-510033-510034-510035-510036-510037-510038-510039-510040-510041-510042-510043-510044-510045-510046-510047-510048-510049-510050-510051-510052-510053-510054-510055-510056-510057-510058-510059-510060-510061-510062-510063-510064-510065-510066-510067-510068-510069-510070-510071-510072-510073-510074-510075-510076-510077-510078-510079-510080-510081-510082-510083-510084-510085-510086-510087-510088-510089-510090-510091-510092-510093-510094-510095-510096-510097-510098-510099-510100-510101-510102-510103-510104-510105-510106-510107-510108-510109-510110-510111-510112-510113-510114-510115-510116-510117-510118-510119-510120-510121-510122-510123-510124-510125-510126-510127-510128-510129-510130-510131-510132-510133-510134-510135-510136-510137-510138-510139-510140-510141-510142-510143-510144-510145-510146-510147-510148-510149-510150-510151-510152-510153-510154-510155-510156-510157-510158-510159-510160-510161-510162-510163-510164-510165-510166-510167-510168-510169-510170-510171-510172-510173-510174-510175-510176-510177-510178-510179-510180-510181-510182-510183-510184-510185-510186-510187-510188-510189-510190-510191-510192-510193-510194-510195-510196-510197-510198-510199-510200-510201-510202-510203-510204-510205-510206-510207-510208-510209-510210-510211-510212-510213-510214-510215-510216-510217-510218-510219-510220-510221-510222-510223-510224-510225-510226-510227-510228-510229-510230-510231-510232-510233-510234-510235-510236-510237-510238-510239-510240-510241-510242-510243-510244-510245-510246-510247-510248-510249-510250-510251-510252-510253-510254-510255-510256-510257-510258-510259-510260-510261-510262-510263-510264-510265-510266-510267-510268-510269-510270-510271-510272-510273-510274-510275-510276-510277-510278-510279-510280-510281-510282-510283-510284-510285-510286-510287-510288-510289-510290-510291-510292-510293-510294-510295-510296-510297-510298-510299-510300-510301-510302-510303-510304-510305-510306-510307-510308-510309-510310-510311-510312-510313-510314-510315-510316-510317-510318-510319-510320-510321-510322-510323-510324-510325-510326-510327-510328-510329-510330-510331-510332-510333-510334-510335-510336-510337-510338-510339-510340-510341-510342-510343-510344-510345-510346-510347-510348-510349-510350-510351-510352-510353-510354-510355-510356-510357-510358-510359-510360-510361-510362-510363-510364-510365-510366-510367-510368-510369-510370-510371-510372-510373-510374-510375-510376-510377-510378-510379-510380-510381-510382-510383-510384-510385-510386-510387-510388-510389-510390-510391-510392-510393-510394-510395-510396-510397-510398-510399-510400-510401-510402-510403-510404-510405-510406-510407-510408-510409-510410-510411-510412-510413-510414-510415-510416-510417-510418-510419-510420-510421-510422-510423-510424-510425-510426-510427-510428-510429-510430-510431-510432-510433-510434-510435-510436-510437-510438-510439-510440-510441-510442-510443-510444-510445-510446-510447-510448-510449-510450-510451-510452-510453-510454-510455-510456-510457-510458-510459-510460-510461-510462-510463-510464-510465-510466-510467-510468-510469-510470-510471-510472-510473-510474-510475-510476-510477-510478-510479-510480-510481-510482-510483-510484-510485-510486-510487-510488-510489-510490-510491-510492-510493-510494-510495-510496-510497-510498-510499-510500-510501-510502-510503-510504-510505-510506-510507-510508-510509-510510-510511-510512-510513-510514-510515-510516-510517-510518-510519-510520-510521-510522-510523-510524-510525-510526-510527-510528-510529-510530-510531-510532-510533-510534-510535-510536-510537-510538-510539-510540-510541-510542-510543-510544-510545-510546-510547-510548-510549-510550-510551-510552-510553-510554-510555-510556-510557-510558-510559-510560-510561-510562-510563-510564-510565-510566-510567-510568-51056



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COMPANY NEWS: UK AND IRELAND

Composite provides further evidence of insurance market recovery

Royal hits £113m at nine months

By Richard Lapper

ROYAL INSURANCE yesterday provided further evidence of the recovery in the insurance market when it reported pre-tax profits of £113m for the first nine months of 1993, compared with a loss of £28m during the same period of last year.

Earnings per share were 19.2p compared with 5.3p. After disposals profits amounted to £116m compared with 29m last time.

The strength of the investment markets has also helped restore the group's balance sheet.

Capital and reserves amounted to £2.15bn (£1.48bn) at September 30, and the solvency ratio - which measures net assets as a percentage of

non-life premium income - amounted to 89 per cent.

The "significant recovery in results" reflected "the overall insurance environment" and the impact of moves to increase efficiency and improve skills, said Mr Richard Gamble, chief executive.

Much of the improvement was concentrated in the UK where premium income grew by 7 per cent to reach £1.23bn (£1.15bn).

Premium rate increases were especially strong in commercial lines business with average increases of 31 per cent for employers' liability, 22 per cent for product liability and 35 per cent for marine.

Despite indications of rate competition in the personal motor market, Royal said its own motor rates were 13 per

cent higher than last year.

Premium growth was particularly impressive at The Insurance Service, the Bristol-based direct insurer, where premium income rose by 40 per cent. In the UK the group's operating ratio (claims and expenses as a percentage of premiums) in the UK fell to 98.8 per cent, compared with 118.4 per cent last year.

Higher weather losses were partially responsible for a deficit of £7m (profit £12m) in the US. But profits at Royal Canada and Royal Insurance Global, which handles the insurance accounts of international clients, increased.

However, some analysts are concerned about the pace of growth.

Mr Tom Bennett, analyst with Paribas Capital Markets, said UK results were "excellent" but said the group as a whole "is still in convalescent mode."

Worldwide general business premiums increased to £2.79bn (£2.34bn). Underwriting losses fell to £235m (£435m) while investment income rose to £388m (£346m). Income from associated undertakings rose to £20m (£17m).

Estate agency losses amounted to £7m (£11m) and losses from long-term insurance amounted to £8m (£12m).

Pre-tax profits at Royal Life fell to £27m (£28m). Loan interest at the level of the holding group amounted to £29m (£25m).

See Lex

Maddox in loss and chairman resigns

By Paul Taylor

MR HUGO BIERMANN, the entrepreneurial chairman of Maddox Group, resigned yesterday as the troubled computer maintenance company announced an £15.5m interim loss and a financial restructuring package, including a rights issue.

The 7-for-8 rights issue, consisting of 390m 1p shares at par, is underwritten by Williams de Broe and aims to raise £3.6m net, which will be used to repay creditors. The shares closed 1½p lower at 1½p yesterday. Like other aspects of the package, the rights will be subject to shareholders' approval at an extraordinary meeting on December 4.

Under the restructuring proposals, worked out over the last four months by the new management team, the company will then be renamed Wakebourne - after its remaining profitable personal computer maintenance and support company.

Mr Biermann, who has also resigned as a director, said yesterday that he thought it would be "good for the group to have a lower profile" without him and said he was "in a sense relieved" that he was stepping down.

However, he said he intended to maintain his 13.6 per cent equity stake in the group, held with his partner, Mr Nicholas Toms, and was still considering whether to take up the rights issue.

Mr Biermann, renowned as a shrewd South African deal maker, rose to fame in the UK after building up the Thomson T-Line mini-conglomerate with Mr Toms, before selling it to Ladbroke Group for £168m in 1989.

Early last year, the two men created Maddox by reversing two cable distributors, Cables & Flexibles and US-based Seacoast Electric, into the quoted Pathfinders Group which was subsequently renamed.

However, the performance of both Cables and Flexibles and Seacoast proved disappointing and they were both sold to a US group called Lantek Electronics earlier this year for £15.1m in Lantek paper. Yesterday, the "Maddox" board said it had decided to provide against the whole £15.1m book value of the Lantek paper, although it acknowledged that the group might eventually receive some cash proceeds as the result of the recently announced merger of Lantek and VTX Electronics, a US stock exchange quoted company.

The £15.1m pre-tax loss for the six months to June 80 was mainly as a result of the provision and compared with a £225,000 profit last time. Turnover rose to £12m (£9.55m) and losses per share were 4.3p (0.21p earnings). Despite the group loss, Wakebourne made pre-tax profits of £1.3m.

Overseas activities give boost to Bank of Ireland

By John Gapper, Banking Editor

BANK OF IRELAND yesterday disclosed doubled pre-tax profits for the half year, helped by a sharp improvement in retail banking operations in the US and Britain.

The profits rise for the six months to end-September was from £55.8m to £110.9m (£124.5m). Earnings per share of 15.2p compared with 6.6p. Results from businesses outside Ireland were £40m ahead of the corresponding period last year.

The figures were also helped by a 32 per cent fall in loan loss provisions to £43.1m (£63.8m). However, provisions within its corporate banking operations in Ireland rose to £10m (£2m) as a result of two large losses.

Profits for the retail banking business in Ireland rose to £50.7m (£36.7m), while British

operations returned to a profit of £11m (£5.7m deficit) and an £82.5m loss (£27.3m loss) for its New Hampshire businesses.

The bank reported a return to a profit of \$6.1m (\$4.03m) for New Hampshire in the third quarter, to appear in its second half results. It has disposed of non-performing assets, reducing them to £28m against £29m at the end of 1992.

Mr Maurice Keane, deputy chief executive, said that retail banking in Ireland had performed well despite "not very strong loan demand" from retail customers. He said cost-cutting in Britain had produced a "leaner, fitter" business.

Mr Keane said problems with non-performing loans in New Hampshire had largely been solved. The cut in non-performing assets had been accompanied by a growth in provisions over to the level of 250 per cent of the remaining assets.

The bank's tier 1 ratio of core capital to risk-weighted assets strengthened to 7.3 per cent (6.6 per cent at the end of 1992) following the bank's £100m rights issue earlier this year largely used to repurchase preference stock.

The interim dividend was increased to 3.75p (3.13p).

COMMENT

Bank of Ireland's strong share performance this year is justified by its brisk correction of past problems overseas, and strict control of domestic business. A cut in provisions despite a hiccup in large corporate lending shows the benefits of this discipline. Full year pre-tax profits of £126m would give earnings per share of 30p, a multiple of about 10. This is not a dangerous price for a well-managed business, but the lack of loan demand afflicting all banks means there are questions over future growth.

Second cash call from Hemingway Properties to finance acquisition

By Maggie Urry

HEMINGWAY Properties, the loss-making property group formed through a reverse takeover of Marylebone Estates in August 1991, is making its second cash call in six months. It also forecast it would pay a dividend in 1995.

It is raising £22.3m net of expenses through a placing and open offer of shares and convertible bonds to finance a £35m purchase of eight properties.

The deal follows a £31.9m placing and £30.2m acquisition which was announced in June. The deal would increase

basic net asset value from 25p to 28.2p a share or 27p to 29.4p on a fully diluted basis.

Hemingway is to issue 66.2m shares at 21.5p, with shareholders able to buy one for every two held, or 10 for every 20.40 nominal of stock held. It will also sell £10.6m of new convertible stock, which will merge with an existing convertible, at a 17 per cent premium to par.

Shareholders can buy £2 nominal of stock for every 25 shares held or £1 nominal for every £4 nominal of stock held. The conversion price on the new stock is 37.4p a share.

After the issue, the group's debt would be £51m compared with shareholders' funds of £45m.

However, if the £22.6m convertible stock is counted as equity, gearing falls to less than 50 per cent. Hemingway said this "relatively modest level of gearing" would allow it to make further acquisitions funded by debt.

Annual rental income from the properties being bought, which includes five industrial estates, two offices and a shopping centre, is £3.5m. It is expected to grow to £4.2m in five years.

After financing costs and

expenses, Hemingway expects the properties to contribute £2.2m a year before tax.

The vendors of the properties are a group of private property investment companies representing institutional investors.

Hemingway is planning a capital reduction next year to wipe out an accumulated deficit on profit and loss reserves. It is expected the deficit will be worsened by the 1993 results.

However thereafter the company is expected to make a profit in 1994 and plans to pay a dividend in 1995 of 0.4p in respect of the 1994 financial year.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding dividend	Total for year	Total last year
Appleby Wharfedale Int	3.2	Jan 4	3.2	-	9
Bank of Ireland	3.75	Dec 22	3.13	-	9.83
Burton Group	1	Feb 25	-	2	2
Business Post	1.2	-	-	-	112
Channel Holdings Int	0.5	Jan 4	-	-	1.2
Drayton English Int	0.4	Dec 21	0.6	-	9.37
Gen Consolidated Int	31	Dec 31	3.36	-	1
Molyneux Ests	1	Dec 17	nil	1	22.5
Nithumbrian Water Int	8.1	Apr 6	7.5	-	4.5
Oxford Int	1.5	Mar 25	1.4	-	10
Pearne S	1	Jan 13	3	-	29
Shavley Inds Int	2.3	Jan 4	2.3	-	7.5
USEL Int	10.5	Jan 18	9	-	6.5
Waddington (4) Int	3.8	Jan 6	3.8	-	0.5
Warner Howard Int	2.27	Jan 10	2.12	-	-
Wishaw Int	0.2	Jan 31	0.15	-	-

Dividends shown pence per share net except where otherwise stated. 10m increased capital. US\$4 stock. Irish pence. *Making 5.9p to tax. 10p for 15 months.

Greycoat proposals sent

By Richard Gounley

GREYCOAT, the property company that last week recommended a rescue refinancing led by the UK Active Value Fund, yesterday posted share and bond holders a document outlining the proposal.

The document included valuations for the three main Greycoat properties, Embankment Place, Britannia House and 123 Buckingham Palace Road, that show slightly higher yields than might be expected for investment quality properties. Unlike with the Postel pro-

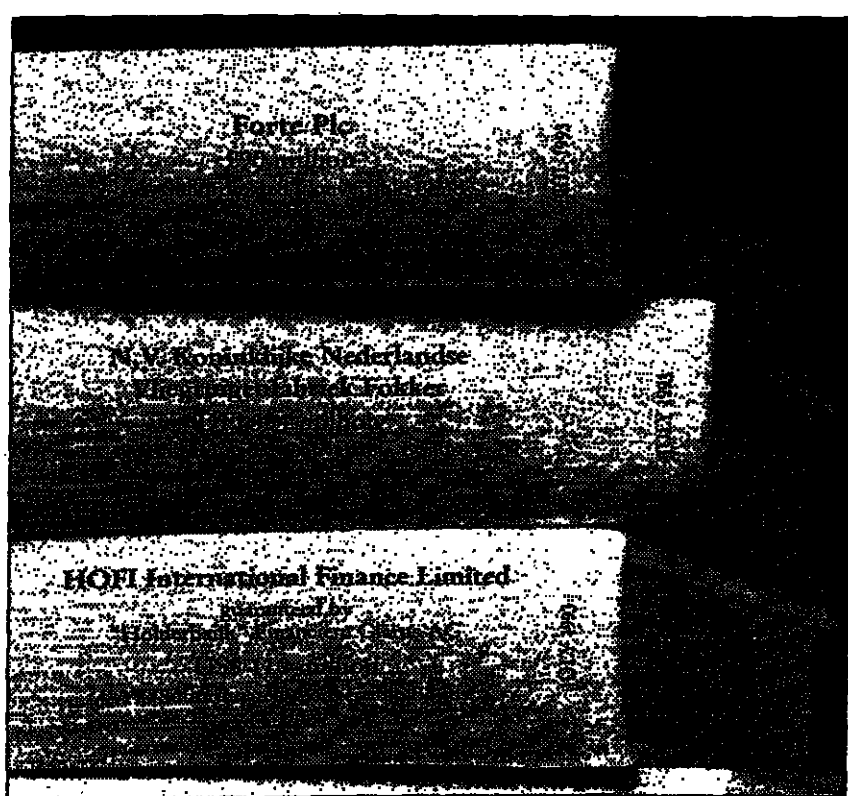
posal which was rejected by investors in October, the new deal spells out the individual property values.

Britannia House is valued at £128.5m, up from £118.5m in March or £105.5m as it was valued on a forced sale basis in July.

This corresponds to a 7.5 per cent yield, only slightly higher than market rates for investment grade properties.

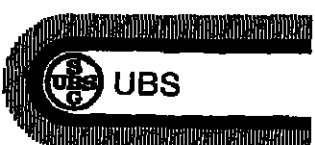
Embankment House is valued at £184.25m, up from £174m in March, representing a 8.2 per cent yield as the lease is still being ironed out.

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Lloyd's trusts approach limit of capacity

By Richard Lapper

TWO MORE Lloyd's investment trusts were launched yesterday amid further indications that the limit of institutional investor interest in the new Lloyd's schemes is being reached.

Angerstein Underwriting Trust, an investment trust sponsored by NatWest Markets and Stace Barr, the Lloyd's agency, announced that it aimed to raise £75m through a placement and offer for subscription, while a smaller vehicle, Corporate Membership, also issued its prospectus.

Corporate Membership said it had secured in excess of £16m of secured capacity from syndicates and had identified a further £15m of syndicate capacity.

an offer for subscription.

However, SG Warburg and Chartwell, which planned to raise between £100m and £150m for New London Capital, are understood to be planning to scale back their fund to between £75m and £85m.

At Angerstein, Mr Charles Phillips, of NatWest Markets, said £57.5m had been placed with institutions, although it was aiming to raise £22m from retail investors.

Angerstein will provide £111m of capacity on syndicates recommended by Stace Barr, its independent Lloyd's adviser. Corporate Membership said it had secured in excess of £16m of secured capacity from syndicates and had identified a further £15m of syndicate capacity.

INDEX CONSTITUENTS

LISTS OF the constituent stocks of the FT-SE Actuaries Share Indices series and other FT indices are available at no charge from The Manager, FT Statistics, One Southwark Bridge, London SE1 9HL.

Information regarding the FT-Actuaries World Indices, including details of constituents, is available from:

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Goldman, Sachs & Co.
85 Wall Street,
New York,
New York 10004,
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COMPANY NEWS: UK

Increased confidence about the outcome of the Trident programme

VSEL improves 11% to £29m

By Andrew Bolger

VSEL, the Cumbrian-based builder of Trident submarines, reported a steady increase in profitability but said it would be several months before it knew whether the current review of UK defence expenditure would require changes to the group's strategic plan.

For the six months to September 30 the company's pre-tax profits increased by 11 per cent to £29.8m, although sales were flat at £233m (£234m).

Lord Chalfont, chairman, said he expected results in the second half to be at least at the level achieved in the first half and he remained encouraged by the prospects for 1994-95.

He said the successful completion of HMS Vanguard, the first Trident submarine which was accepted into service with the Royal Navy in September, had increased confidence in the outcome of the Trident programme as a whole.

"The second boat in the class, HMS Victorious, was launched on September 29. These achievements are reflected in the results for the half year. Work on the two remaining Trident submarines is progressing satisfactorily and in line with programme."

The last Upholder Class submarine to be built at Cammell Laird was handed over to the Navy in July and Birkenhead Yard was closed as planned, ending a long history of shipbuilding on the Mersey. Discussions with a prospective pur-



HMS Vanguard: accepted into service with the Royal Navy

chaser of the shipbuilding areas of the yard were continuing.

Satisfactory progress was being made at Barrow and at Kvaerner Govan on the Clyde on the contract for a helicopter carrier, which VSEL won with a bid of £139.5m in a competition with Swan Hunter, the Tyneside yard which then called in the receiver. VSEL

said it had made appropriate provisions to cover possible design and management risks on this type of contract.

Mr Noel Davies, chief executive, said VSEL had offered to take over the management of building three Type 23 Navy frigates at Swan Hunter, although it would be necessary to reach manning agreements with the trade unions.

A tender had been submitted in collaboration with Hunting Engineering for work on the Common New Generation Frigate project - a joint British, French and Italian programme to develop a new European warship.

Further tender submissions are expected to be made, including a bid to be prime contractor of the Batch 2 Trafalgar submarines and for replacement assault ships.

Earnings rose to 49.3p (44p) and the interim dividend is being lifted from 9p to 10.5p.

COMMENT

VSEL's shares have had a good run this year, helped by the group's knocking of its competitor Swan Hunter out of the ring. The group never concealed that its bid for the helicopter carrier was a loss-leader to get it back into building surface ships. Mr Davies believes most of VSEL's products will survive the defence review, although the scale and timing of orders may be affected. Meantime, the group has accumulated £270m of cash and seems philosophical about the possibility that it may be taken over in the ongoing shrinking of the UK defence industry. The shares trade on a undemanding prospective multiple of about 8. They are underpinned at that level by a premium yield and the strong cash position, but are unlikely to move ahead until the Chancellor makes clear his intentions towards the defence budget.

Interest costs cut Staveley to £7.5m

By Catherine Milton

LOWER interest rates on UK deposits reduced pre-tax profits at Staveley Industries, the measuring and mechanical engineering company which also owns British Salt. They fell from £9.1m to £7.5m in the six months to October 2.

However, the board declared a maintained interim dividend of 2.3p out of earnings per share of 4.9p (6p) and said the payment reflected its satisfactory financial position.

"While it is still early to predict the year as a whole, growth will be hard to obtain although the longer term is positive," Mr Brian Kent, chairman, said.

The interest charge increased from £100,000 to £700,000, reflecting the lower income on deposits as well as higher net borrowings of £25.4m (£20.9m). Gearing at the period end was 29.4 per cent, against 26 per cent a year earlier and 22.8 per cent at the year-end.

Turnover rose to £166m (£155.8m). The company said sales in continental Europe were particularly buoyant, because of the strong order position at the beginning of the year.

Operating profits fell 12 per cent to £8.2m (£9.2m) as the company absorbed charges of £1m associated with cost-cutting within the mechanical and electrical services and weighing and systems groups. Trading remained difficult. Operating margins fell to 4.9 per cent (5.9 per cent).

Minerals contributed £6.4m (£5.7m) to operating profits on sales of £17.1m (£15.7m), with British Salt enjoying steady volumes. Measurement gave a reduced £1.2m (£2.9m) on sales of £77.7m (£87.1m) as some continental European and North American businesses suffered reduced orders.

Operating profits at mechanical and engineering services fell to £500,000 (£1m), hit by cost cutting, on sales of £68.7m (£70.2m). Staveley said order intake showed a "favourable swing", with contracting down 8 per cent but maintenance up 19 per cent.

Sherwood shares fall 41% on further profit warning

By Alan Cane

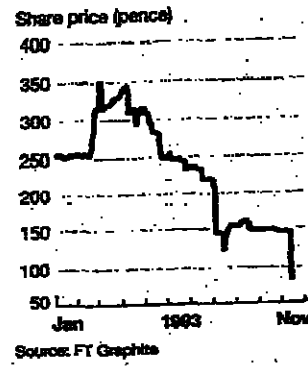
SHERWOOD Computer Services shares lost 41 per cent of their value yesterday, closing down 60p at 85p after the company's second profits warning in four months.

The USM-quoted financial software company said that market expectations of pre-tax profits of between £1.5m and £2.1m would not be met. At the same time, it said that Mr Charles Taylor, finance director, was resigning to take up a similar position with another, unspecified, computing services company.

Mr George Matthews, chief executive, said there was no connection between the profits warning and Mr Taylor's resignation.

He said there were three reasons for the company's failure to maintain its predicted trading improvement. The local

Sherwood Computer Services



Source: FT Graphics

government market was proving difficult and action had already been taken to reduce costs.

The life and pensions business was generally good, but a large customer's decision to continue using Sherwood's bureau service rather than

moving to Sherwood's packaged software had cost the company some £500,000 in licence fees.

Finally, there were continuing problems in the Lloyd's insurance market. The company has about 130 people working in that area and jobs would be lost as it reduced costs, Mr Matthews said. He was not prepared to indicate how many redundancies would be involved.

Last year Sherwood made pre-tax profits of £3m on revenues of £20m, but profits fell to £541,000 at the half-way stage after difficulties in the Lloyd's market forced a profits warning in August.

Mr Matthews said the life and pensions business would continue to show good growth, but he saw little improvement in either the local government or Lloyd's market in the year ahead.

Rental side behind advance to £3.22m at Warner Howard

By Catherine Milton

STRENGTH in rentals helped Warner Howard, the hot air hand dryer and laundry equipment company, improve interim pre-tax profits from £3.01m to £3.22m in spite of a fall in turnover from £11.2m to £10.7m for the half year to August 31.

The board declared an interim dividend of 2.27p (3.12p) out of earnings per share of 9.11p (8.69p).

"In our rental business, which contributes about 85 per cent, volume held up. We have had a higher incidence of cancellations than we previously had. In the main it is straight-forward company failures", said Mr Harvey Adams, the finance director.

The company said it had held prices although contracts renewed on existing equipment would normally be at reduced rates.

Warner has more than 35 per cent of the market for rented hand dryers but dominates the

market for rented commercial laundry equipment with roughly a 75 per cent share and has a small commercial catering equipment rentals business.

Mr Adams said rentals were generally more popular in recession: "We are not a recovery stock because our revenue flow tends to be quite stable."

Warner diversified its business in June with the acquisition of Gerrard Gamble Group, the commercial kitchen equipment suppliers.

"Not only has this given us an immediate source of rental income which is welcome, but it has also taken the company into the relatively untapped market of renting commercial kitchen equipment," said Mr Ronald Hooker, the chairman.

Warner does not disclose balance sheet figures at the half-way stage but said it had no gearing and cash flow was positive. It would consider any further acquisition opportunities.

Birmingham Midshires acquires £18m mortgages

Birmingham Midshires, the UK's 15th largest building society, has acquired £17.8m of housing association mortgages from the Bank of Wales for an undisclosed amount, writes Alison Smith.

The portfolio comprises loans to 14 registered housing associations in Wales and one in Bristol.

This is the society's first acquisition of this type of loan book, though it already has experience of lending to associations.

Over the past 18 months, buying residential mortgage books from other sources, including Sunningbank and the United Bank of Kuwait, has already taken the society's assets to more than £6m. In the past five years it has bought mortgage books totalling just over £300m.

The society sees acquisition as a faster route to increasing asset size than organic growth, and as an alternative to merger, although it does not rule out combining with the right partner.

Oxford Instruments improves 19% to £5.1m as orders show recovery

By Paul Taylor

OXFORD INSTRUMENTS, the advanced instrumentation group, reported a 19 per cent increase in interim pre-tax profits yesterday and said the rate of new orders was showing "strong signs of recovery".

Pre-tax profits grew from £4.26m to £5.07m in the six months to September 26. Earnings per share increased by 12 per cent to 6.6p (5.9p) and the interim dividend is being increased by 1 per cent to 1.5p (1.4p). The shares closed up 8p at 296p.

The profit improvement was underpinned by an 8 per cent increase in turnover.

This grew to £48.6m (£45.1m) buoyed by new orders, which Mr Peter Williams, chairman and chief executive, said were up 10 per cent from the start of the year.

With 85 per cent of sales outside the UK, Mr Martin Lamaison, finance director, said the group mainly used sterling's devaluation to improve its competitiveness and boost sales volumes rather than to enhance margins.

Operating profits jumped to £1.9m (£797,000) more than offsetting a decline in interest income to £359,000 (£500,000), mainly reflecting the group's lower mid-year cash balances of £2.6m, down from

£6.7m at the start of the year.

The £4.1m decline in cash balances represented an increase in working capital, reflecting the stronger order book and progress with long-term contracts and the group's second £25m (£16.5m) synchrotron machine.

Despite earlier concerns over the impact of uncertainties in the US healthcare market, Mr Williams said sales and profits from its magnetic resonance imaging (MRI) joint venture with Siemens held up well. Oxford's share of income from the joint venture slipped slightly to £2.81m (£2.96m).



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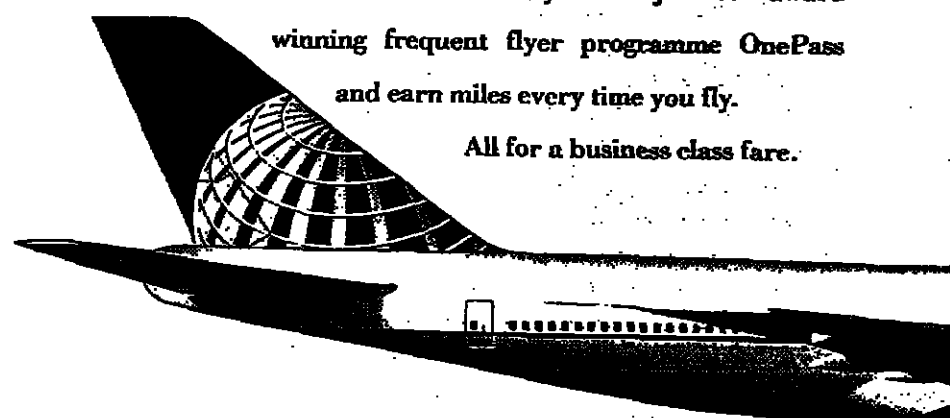
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COMPANY NEWS: UK

£8.9m provision for Amtec and dividend lower than expected

Northumbrian Water dips 42%

By Peggy Hollinger

NORTHUMBRIAN Water, the smallest of the privatised water companies, has paid the price of unsuccessful diversification with a 42 per cent drop in interim profits and a lower than expected dividend.

Sir Frederick Holliday, the chairman, announced pre-tax profits of £22.6m for the six months to September 30, while sales were 20 per cent ahead at £143.2m. The shares, which had fallen from 650p last week on rumours of heavy provisions, closed at 385p.

The sharp profits fall was largely due to an £8.9m provision for Amtec, the underground pipe maintenance business which was one of Northumbrian's earliest diversifications post-privatisation. Amtec, purchased for a total of £5.8m, incurred a further £2.2m in operating losses.

Northumbrian's failure on Amtec follows a £25m provision at Thames Water last month and is likely to fuel further the debate over diversification. "It will reinforce investor nervousness about the quality of the unregulated earnings in the water industry," says Mr Robert Miller-Bakewell of NatWest Securities.

Mr Michael Taylor, finance director, admitted Northumbrian had made mistakes with Amtec. "We did not successfully integrate the businesses we bought," he said. A lack of experience had also left Northumbrian ill-equipped to deal with competition in a declining market, he said.

Profits were also depressed by an £2m fall in investment income to £200,000. The group expected this to recover by at least £7m in the second half because of bond investments.

Mr Taylor said the company had achieved a "very strong performance" from the core water and sewage businesses. Operating costs had been cut by about £2m to £72m, with pre-tax profits up from £30.8m to £39.2m. The non-regulated businesses, including Amtec, returned a £400,000 loss against profits of £3.4m last time.

The dividend was increased by 8 per cent to 8.1p (7.5p) and Northumbrian expected to pay a final of 16.2p. Earnings per share fell from 56.7p to 30.3p.

COMMENT

Although the provisions include goodwill adjustments of £8m, the losses and remaining charges are proportionately as significant for Northumbrian as those unveiled



Sir Frederick Holliday, chairman (left) and David Cranston, chief executive: Amtec failure likely to fuel debate over diversification

recently by Thames. Add to that questions over the unreliability of earnings from its investments and Northumbrian does not seem to have come far since privatisation. The regulated business, like

others in the sector, appears solid. This will help it achieve forecast profits of £63m after exceptional, against £56m last year. On a prospective p/e of 7.2, it would appear the jury is still out.

Waddington advances 16% to £9m

By Peter Pearce

PROFIT RISES in its packaging and games divisions offset a fall in the printing side at John Waddington and led to a 16 per cent pre-tax increase from £7.7m to £9.01m in the 26 weeks to October 2.

Although the advance was broadly in line with expectations, the shares slipped 12p to 245p, affected by the mixed nature of the results.

In the packaging division, overall operating profits rose to £3.1m (£2.53m) on turnover up at £74.5m (£61.7m). Within the plastic packaging side, the US food services business performed well, lifting operating profits by £1m to £2.7m on turnover up at £23.5m (£13m). Carriage Cup Company, bought in May for \$5.4m (£3.57m), chipped in profits of £400,000 on sales of £4.6m.

Mr Geoff Gibson, finance director, said

Carriage added a more downmarket range to the existing portfolio. There had been a 25 per cent increase in volumes in the US to meet demand, but the price had been a certain lack of efficiency.

On the food and drinks side, profits slipped to £1.4m (£1.5m) on turnover of £22.5m (£21.2m).

Within paper and board packaging, cartons raised profits 17 per cent to £2.1m (£1.8m) on turnover up at £16.3m (£15.2m). However, the labels business increased its losses to £300,000 (£200,000) on turnover flat at £6.5m. Mr Gibson said that although the lost Heinz contract had been replaced with new business, albeit at lower margins, there had been problems with self-adhesive labels.

Mr Martin Buckley, group chief executive, said he was "disappointed" with the specialist printing division, where profits shrank to £1.52m (£2.33m) on sales of £25m

(£23.6m). The decommissioning of a press at Chorley, the confidential printer, had led to a one-off dent in profits, though higher margin work has been possible since. The recession on the Continent had hit the continuous stationery side.

The cash-generating games division lifted profits to £2.2m (£2m) on turnover down £500,000 at £11.5m. "Essentially a marketing business", according to Mr Buckley, it is now moving into the toys side with a distribution deal for radio-controlled toys.

About a third of Waddington's business is in the US where it is seeking acquisitions - "the multiples expected are more reasonable", said Mr Gibson.

Group turnover climbed to £118.2m (£109m) and operating profits to £9.01m (£8.48m). The interim dividend is raised to 3.8p (3.6p) payable from earnings of 8.13p (7p) per share.

IMC enters battle for control of ICD

By Nigel Clark

THE BATTLE for control of International Communication & Data, the marketing services company, took a new twist yesterday when IMC Industries announced it was raising £994,000, part of which may be used to take up an option on ICD shares.

The move could give IMC, the USM-quoted soft drinks and leisure group, a stake of up to 11 per cent which would be used to support three of the present ICD board members, including Mr David Ciorcel, the chairman, retaining their positions.

Mr Ciorcel, who is also chairman of IMC, said the decision

to take up the option depended on a number of other factors being in place. He declined to say what these were saying that he did not want to give away too much information to the opposition.

PSB Group, a direct marketing company in which Mr Stephen Morris has an interest, is attempting to replace the three directors with its nominees giving it control of the board. PSB claims to control 23.6 per cent of voting rights in ICD.

The option was granted on 6.55m shares at 7p in lieu of a fee for the services of Mr Ciorcel as non-executive chairman. Since his appointment a reorganisation of ICD has been undertaken. ICD's shares

closed at 11p, down 1/2p. IMC is raising the cash through a placing of 11.3m shares at 3 1/2p with Mercury Asset Management, giving it a holding of 4.3 per cent, and a 1-for-10 rights issue at the same price. IMC shares closed

unchanged at 3 1/2p. Mr Ciorcel said he was expecting a placing of 11.3m shares at 3 1/2p. "We have done very well since I came in for the shareholders. The other side is trying to get control of the company on the cheap."

Penna losses at £118,000

PENNA, the USM-quoted holding company for the Sanders & Sidway outplacement consultancy, yesterday announced pre-tax losses of £118,000 for the half year to September 30 against profits of £10,000.

In September, when the company issued a statement warning of an interim loss, the

shares fell by 35p to 130p. Yesterday they closed unchanged at 127p.

John Beard, chief executive, said the outplacement market was less active than last year and the group's focus had been to cut overheads and introduce new levels of service in response to the highly competitive environment and client requirements.

He added that the directors would continue to review appropriate opportunities for expansion or diversification into related business sectors. Turnover fell to £3.89m (£5.42m). Losses per share came through at 2p (13.5p earnings) and the interim dividend is cut to 1p (3p).

Appleby Westward drops 28%

SHARES IN Appleby Westward Group dived 20p to 175p after the USM-quoted grocery distributor reported a 28 per cent decline in pre-tax profits to £730,000 for the 26 weeks to September 11.

Sales for the period were down 8 per cent to £32.2m, while earnings per share fell to 8.5p (11.9p). However, an unchanged interim dividend of 3.2p is declared.

Mr Roger Harvey, the chairman, explained that the shortfall partly reflected the planned reduction in gross margin necessary to help the

company's retailers. Additional costs were also incurred in reducing the workforce and re-aligning the productivity payment scheme to its warehouse and transport staff.

Following an agreement with Watson & Philip, its distribution network now covers Wiltshire, Hampshire and the Isle of Wight. Although the initial transition had gone smoothly, Mr Harvey said commission payments to Watson would affect profits, especially in the first two years of the six-year agreement.

Ruberoid flotation price fixed at 150p

By Catherine Milton

A PRICE of 150p a share was fixed yesterday for the flotation of Ruberoid, valuing the roofing subsidiary Tarmac at £220m, up from £180m at the market at about £72m.

Roughly 60 per cent of Ruberoid's turnover is in commercial contracting, of which about 70 per cent is refurbishment. The balance of its sales come from manufacturing and distributing a range of bituminous waterproofing systems.

The issue will raise £88.8m for existing shareholders, principally subsidiaries of Tarmac, and £22m for the company.

More than 30m shares, 65 per cent of the issue, are being placed with institutions. The balance, 16.5m shares, is being placed subject to claw-back under the public offer for sale.

On forecast pro forma pre-tax profits of £7m for the year to end-December, the issue price gives a pro forma p/e of 14.3 times.

The total dividend of 5.4p the

directors would have recommended for the year to December 1993 if the company had been independent would have given a gross yield of 4.5 per cent.

The offer closes on November 18 and dealings are expected to start on November 25.

COMMENT

Contracting is a low margin business carrying some risks. In the UK Ruberoid's main market, new construction, is limited by the glut of commercial property. The company's reliance on refurbishment is therefore a comfort. Also, Ruberoid has already taken full provisions against contracting losses and enjoys good shares in its markets. The risks and low growth profile are reflected in the company's cheap 14.3 times rating which compares with others in the mid-20s in the building materials sector. Coupled with its dividend yield the stock Tarmac failed to sell to a trade buyer should reach a reasonable premium in a high market.

Wilshaw up 68% to £1.4m

By Catherine Milton

PROFITS of Wilshaw, the specialist metals and building products group, expanded from £209,000 to £1.38m pre-tax for the half year to end-September.

The 68 per cent improvement was scored on the back of an 18 per cent rise in turnover to £17.97m. Each division recorded organic growth and an improvement in profitability.

Earnings emerged at 1.05p (0.6p) and the interim dividend is being lifted to 0.2p (0.15p). Period-end gearing stood at 48.4 per cent against 57.8 per cent at the March year-end.

Drayton English net assets ahead

Drayton English and International Trust raised net asset value by 23 per cent to 93.1p at October 5, against 75.5p six months earlier.

Net available revenue for the six months period fell from

NEWS DIGEST

subscribed 1.8 times. Valid priority applications for a total of 37,430 shares were received from eligible employees which have been satisfied in full.

The basis of allocation of the remainder is as follows: For 200 shares applied for - 200 shares; for 400 shares - 400 shares; for 500 and 1,000 - 500; for 1,500 - 700; between 2,000 and 3,000 - 40 per cent of application; between 3,500 and 5,000 - 35 per cent; between 6,000 and 30,000 - 30 per cent; between 40,000 and 60,000 - 25 per cent; over 60,000 - 20 per cent.

Harmony Leisure placing and purchase Harmony Leisure, the USM-quoted operator of restaurants, pubs and hotels, has agreed to acquire certain properties from British Land subsidiaries for an aggregate consideration of £5.5m.

Harmony is also proposing to raise £5.8m net by way of a placing of 68m shares at 94p each underwritten by Guinness Mahon. The group also proposes a

change of name to Harmony Property Group. An extraordinary meeting has been called for December 6.

Densitron denies expansion in Japan

Mr David Ling, finance director of Densitron International, the electronic components manufacturer, said yesterday the company had "no specific" plans to expand into Japan. Earlier, speculation that the company was planning to make a significant acquisition in the country had lifted the company's share price by 6p to 38p.

Correction

Shares in Charles Sidney, the Yorkshire-based Mercedes-Benz commercial vehicle and passenger car dealer, closed at 110p on Wednesday, the first day of trading, not at 210p as reported in yesterday's paper.

Business Post margins decline

By Andrew Bolger

SHARES IN Business Post Group, the parcel and express mail company which came to the market in June, fell sharply yesterday after its first results showed a drop in profit margins.

Shares in Business Post were placed with institutions at 120p, valuing the group at £60m, but they yesterday shed 22p to 113p.

Pre-tax profits increased by 15 per cent to £2.2m in the six months to September 30, while sales rose by 23 per cent to £13.1m. Gross profit margins fell in the first half from 14.3 to 11.7 per cent.

Mr Torquill Montague-Johnstone, finance director, said the group had succeeded in broadening its customer base by attracting larger customers, but this work yielded lower profit margins. However, he hoped the group would be able to maintain profit margins at their existing levels through managing the business mix.

Mr Peter Kane, chairman, said: "The flotation is enabling the group to widen its customer base, attracting larger customers whilst increasing the level of traditional business and thereby improving the overall quality of the group's earnings."

Despite the slower than expected recovery from recession, the number of consignments by Business Post Ltd had increased by 35 per cent. The two smaller subsidiaries, UK Mail and Business Post International, had increased the number of consignments handled by 66 per cent and 71 per cent respectively.

Mr Kane said the group was now in a strong financial position to extend its regional hub network. New hubs were being built in Manchester, Bristol and Leeds and all would start operating in the new year.

He said: "These developments will greatly enhance capacity and operational efficiency and are expected to generate incremental profits." Mr Kane said the second half had started well: "October and November are typically two of the best trading months and October revenues were comfortably ahead of last year, with Business Post Ltd achieving record consignments volume in recent weeks."

Earnings per share rose to 3.3p (3.2p) and the interim dividend was 1.2p, compared with a notional 0.97p before.

Three 'interested' in Body Shop Singapore franchise

By Maggie Urry

INGHCAPE, Littlewoods and Jusco were all interested in buying the franchise of Body Shop International's Singapore business and head franchisees in a number of other Asian countries, Ms Anne Downer, the former head franchisee, claims in the writ she issued against Body Shop.

Ms Downer claims Body Shop turned down the three companies as potential purchasers. Body Shop said it could not comment on the three companies, but said it disputed all Ms Downer's claims. It is thought Body Shop did not receive formal offers from the three, which were dealing with Ms Downer. The writ was issued in response to Body Shop's closure of the 11 shops in Singapore.

Ms Downer's franchise to operate the Singapore business originally expired in October 1991. After some negotiation she agreed with Body Shop to continue with the franchise until October 29 1993, while trying to sell the business.

Any buyer would have to be acceptable to Body Shop. Body Shop said yesterday it had adhered to this agreement at all times.

Ms Downer appointed Schroders Asia to handle the sale and it approached a number of possible buyers with an information memorandum. She claimed the three companies had indicated a strong interest in buying the business, but that Body Shop rejected them. Inghcape has international marketing activities, handling the import, distribution and marketing of a number of lead-

ing brands in East Asia and occasionally operates retail outlets. Littlewoods is a large chain store operator in the UK. Jusco is an important Japanese retailer, which operates the Body Shop business in Japan.

When she had not sold the business by the expiry date, Body Shop was awarded an interim injunction against Ms Downer in Singapore. However, Ms Downer is claiming she was entitled to a further eight week extension of the franchise.

The Singapore business accounts for less than 1 per cent of Body Shop's worldwide retail sales. The businesses in other territories where Ms Downer was the head franchisee - Brunei, Indonesia, Malaysia, the Philippines, Thailand and Taiwan - are being operated by sub-franchisees.

Swithland listing in jeopardy as result of placing uncertain

By Paul Cheeseright, Midlands Correspondent

THE ATTEMPT to place shares in Swithland Group, the Midlands motor retailer, ends this morning against a background of City predictions that not enough shares will be sold to allow its plans for a listing to go ahead.

Swithland's placing was planned in two stages: first the sale of 12.34m new shares to raise £10m gross and 370,370 shares owned by Mr John Hayes, the founder and chief executive; and, second, the sale of 5.78m shares owned by NatWest Ventures, Swithland's venture capital backer, and the Hayes family. The price of the shares was 81p each.

The placing, sponsored by Ionian Corporate Finance, was not underwritten and the issue prospectus stated that if Harris Allday Lea & Brooks, the brokers, could not sell all the 12.7m shares of the first stage, the placing and plans

for admission to the Stock Exchange would be abandoned.

City concern about Swithland appears to have increased following reports of its brushes with the Office of Fair Trading on questions of consumer credit regulation.

Swithland, itself, acknowledged in its prospectus two legal disputes with APS Realisations and Dixon Moutrie Silkstone, which are advertising agencies, the first being in administrative receivership.

In both cases the agencies are claiming that Swithland has not paid its fees. In both cases Swithland is making counter-claims.

The placing was designed to provide funds for expansion and to provide an exit, or partial exit, for NatWest Ventures. In what looks now as the unlikely event of a successful placing, the Hayes family stake in Swithland will be reduced to less than 30 per cent.

Pilot to raise £15m via placing

By Reg Vaughan

PILOT Investment Trust, specialist investor in smaller companies, yesterday reported a 25 per cent increase in net asset value per ordinary share in the period from its launch date on March 5 to September 30 and announced plans to raise £15m net via a placing of C shares at 100p each.

The net asset value increased from 96.5p to 121.1p and at October 29 had risen further to 125.5p. Profit before tax to September 30 was £388,000 and earnings per share 1.2p. The directors declared an interim dividend of 0.5p. This

is considered a base level from which it hopes to pay a progressively rising dividend.

The company proposes to raise the £15m by way of a conditional placing of 12.3m C shares and an offer of up to 3,07m C shares.

Sir Peter Michael, chairman, said yesterday that the company was interested in the smaller companies in the UK index which had been "undervalued for some years". He said Pilot targeted companies with young dynamic management teams which had trimmed the companies down and were ready to grow.

The directors believe that

there are many attractive investment opportunities in Pilot's target sector of quoted companies with a market value of up to £30m. There are about 1,000 of them with a combined value of £10bn.

Manager of the portfolio, Rutherford Asset Management, has undertaken a rearrangement of the initial stocks accepted at the launch. The £25m raised at the launch has been fully invested for some time and the company now has borrowings of about £1m. Of the net cash available after the launch costs more than 50 per cent was invested in capital raising situations.

Acquisition costs hit Molyneux

ACCELERATED interest payments resulting from an acquisition left Molyneux Estates, the USM-quoted property investor, with a pre-tax loss of £2.53m for the year to June 23, against £1.1m.

As part of buying out its partner in the Overgate Centre, Dundee, the company repaid £1.47m of interest early.

The accounts reflect the consolidation of Overgate, with the comparative figures restated, but not the completion of the acquisition.

Turnover for the period was £3.96m (£3.6m) reflecting the continued increase in income receivable. Losses per share were 11.24p (3.07p). The company said that with

the increase in the capital base following the placing and open offer to fund the acquisition combined with a fall in interest charges and increased rents receivable it saw the future with confidence.

In view of the present profitability a final of 1p is recommended, the first dividend since 0.5p was paid in 1991.

Channel Holdings at £808,000

CHANNEL Holdings achieved pre-tax profits of £208,000 for the six months to September 30. That compared with £181,000 for the half year to December 31 1992, while for the 15 months to March 31 1993 there were profits of £208,000. The results include a full contribution from Carflow Products (UK) a supplier of mechanical vehicle security products, and a maiden contribution from CQR Security Products, a manufacturer of components for intruder alarms.

The acquisitions added £5.94m to total turn-

over of £7.68m (£1.03m) and £511,000 to operating profits of £205,000 (£182,000).

"The directors said that both companies performed well, achieving 'good growth' in the UK and export markets." They expected cash generation to remain strong for the rest of the financial year.

Earnings per share worked through at 1.7p (1p) adjusted and a maiden interim dividend of 0.5p is being paid - 1p was paid for the preceding 15 months.

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COMMODITIES AND AGRICULTURE

Minister to lobby EC over Spanish abattoirs

By Deborah Hargreaves

MR NICHOLAS Soames, UK agriculture minister, said he will lobby the EC Commission about conditions in Spanish abattoirs after the RSPCA released undercover videos of the grisly ways used to butcher livestock.

Mr Soames said he was "appalled" by the film of lambs being paralysed by having their spinal chords severed with a screwdriver. "It is completely unacceptable. It is in flagrant abuse of the European rules and regulations," he said.

New EC rules on abattoirs came into effect at the beginning of the year stating that all animals must be stunned before slaughter.

Mr Alastair Mews, assistant chief veterinary officer at the RSPCA, said the films show

that, although paralysed, many animals killed in Spanish abattoirs are fully conscious when their throats are cut. "I'm a hardened vet, I've seen some ghastly things, but this is the worst ever," Mr Mews said. "It's nothing short of organised barbarity."

The RSPCA has visited six abattoirs in Spain with the same methods in use at all of them. "There are pigs which have not been stunned properly, they are coming round while their throats are being cut and screaming," said Mr Mews. The organisation plans to put its findings to the EC Commission in the hope it will tighten up enforcement of animal welfare rules in abattoirs across the EC.

Mr Mews said he believed Britain should withhold the export of live animals to Spain

in protest at conditions in the abattoir industry. Around 2m live sheep are expected to be exported this year to Spain and France - about 20 per cent of the UK's total sheep-meat exports.

The RSPCA is urging farm ministers to introduce restrictions on the transport of live animals because of the appalling conditions in which they are kept. The organisation is pressing for journey times to be kept to eight hours.

Mr Mews said that animals bound for slaughter on the continent often travelled for up to 40 hours in inhumane conditions without food or water. He said Germany, Holland, Luxembourg and the Scandinavian countries had joined in enforcing maximum journey times and he wants the UK government to follow.

Demand for silver outstrips supply

By Kenneth Gooding, Mining Correspondent

DEMAND FOR physical silver has soared in the past week so that vaults in London cannot keep pace and there is a 14-day delay in processing deliveries.

Much of the metal is on its way to India or Saudi Arabia. According to Mr Ted Arnold, analyst at the Merrill Lynch financial services group, Saudi buying surged recently because of fears that the local currency, the riyal, might be devalued. "Silver is seen as a cheap hedge against devaluation," he pointed out.

"And the Indians are almost gobbling silver up now that their domestic prices have fallen sharply," he added. The Indian government's recent decision to ease some of the import restrictions on silver has seen the premium paid in India fall by about 14 per cent this year so that it is now only \$1.50 an ounce above the international price compared with the peak of \$8 it reached in 1990. "The smugglers' loss has been the Indian consumer's gain," he said.

Mr Arnold suggested that the shortage of physical metal would be only temporary. "The world is awash with silver," he pointed out. He estimated that world silver stocks probably totalled more than 50,000 tonnes. "Last year's silver supply deficit was about 385 tonnes, according to the Commodities Research Unit. So stocks could meet the deficit for no less than 82 years."

The Xerox Corporation's recent claim that it had discovered a silver-free film for use in the graphic arts sector of the photographic market was also seen as silver producers, he said. If Xerox captured half this particular market it would be the equivalent of cutting consumption by 4 per cent. "Prices of anything are made at the margin. A loss of 4 per cent consumption has to mean lower average silver prices, all things being equal."

Silver's price has recovered strongly since news of the Xerox discovery first hit the market two weeks ago at which time it dipped to \$4.20 a troy ounce. Last night it closed in London at \$4.54, down 3 pence.

Eastman Kodak of the US said it will soon begin customer testing of a new print-from-slides process using the digital PFX system. But an official said it would have no significant impact on silver usage.

An African is to head the UN's food agency, reports John Madeley

Out of the continent of need

FOOD deficit countries in Africa can expect a higher priority following the election of Mr Jacques Diouf, a 56-year-old Senegalese diplomat, as the next director-general of the UN Food and Agriculture Organisation.

Chosen on Monday by FAO's 168-member countries, Mr Diouf takes over at the start of 1994 for a six-year term. But he is taking a "wait and see" attitude to reforms in the UN's largest and probably most bloated agency.

With a mandate to help increase food output, and an annual budget of about \$7m a year, the FAO employs 6,200 people, about half of them at its Rome headquarters. The candidate that ran Mr Diouf a close second in this week's election, Mr Geoff Miller of Australia, wanted to get many of the Rome staff out into the field.

Mr Diouf appears to have no such plans. "I don't want at this stage to say what I will cut and what I will not cut; this would be completely irresponsible," he said after his election. His first action would be "to make sure I have all the facts - facts concerning the operations, programme, management, financial aspects, scientific quality and governance. Once I have all these elements, then I will be able to know what I should do and if reforms are needed."

FAO's management under its present director general, Mr Edouard Saouma, has come under strong criticism for an alleged dictatorial style and this has led some countries to withhold their contributions in the last few years.

Mr Diouf will be the first African to hold the post and believes that the significance of his election is that the continent with the "greatest need for a solution to the agricultural problem is Africa". Over the last 10 years, worldwide food production has increased by 24 per cent and population by 20 per cent, he pointed out, while "in Africa production per capita went down by 5 per cent. We have to correct that."

With degrees in tropical economy and agricultural economics, Mr Diouf is a former executive-secretary of the West African Rice Development Association. He has been in the field for 20 years, he said, and is "trying to

increase rice output in the region. FAO has to face challenges of food production, equity and justice," he says. "We have 780m who do not have adequate access to food, 150m below the age of five who have protein deficiency, and we expect by the year 2000 to have a 90m tonne cereal deficit in Africa and Asia. We have to get the organisational, financial and human resources to face these challenges."

He discounted the idea that



Six-year post: Jacques Diouf

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He discounted the idea that

land set aside for farming in North America and Europe should be used to grow food for the third world. "My main concern will be to ensure that food deficit countries manage to produce enough for their own security that is the priority."

Solutions to food problems do exist, he stressed. "There are grounds for hope and many countries are successful; if we can take the example of successful countries we can move forward." Promising to eradicate any corruption he found within the FAO, Mr Diouf said the "most important thing about this organisation is its credibility". Its funds, he said, from member nations, he said, who want to be assured that they are well used.

FAO's new chief is likely to be given a honeymoon period by western countries that contribute most of its funds. The United States plans to clear off \$80m of arrears to the FAO by the end of 1993. The daunting task facing Mr Diouf is to improve the organisation to enable it to make a more substantial contribution to overcoming food shortages.

Talk of Opec cut revives oil

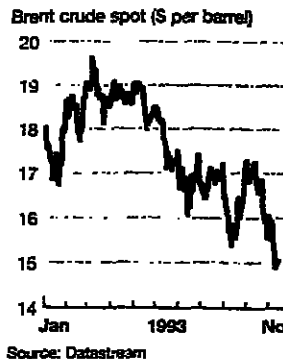
By Robert Corzine

REPORTS that Saudi Arabia might consider cuts in the production ceiling set in late September by the Organisation of Petroleum Exporting Countries yesterday lifted oil prices after the benchmark Brent blend fell to new post-Gulf war lows.

The price of Brent blend for December rose to \$15.55 in late London trading after earlier falling to \$15.20. One London trader said the news agency report caused "the market to perceive that Opec might cut the ceiling" of 24.52m barrels a day. "People were hesitating to sell," he said. The report, however, did not say whether Saudi Arabia was prepared to cut its own 8m b/d quota.

The markets also strengthened as a result of the vote in the United Nations Security Council last night to impose new sanctions on Libya that could affect its ability to export

Oil price



Source: Datastream

oil. The ban includes new equipment, such as high capacity pumps and refinery machinery, as well as parts and spares for Libya's oil transport and export facilities. It is designed gradually to erode the country's export capacity, but the uncertainty

over Libyan exports could help to underpin the oil prices temporarily, according to analysts. The quick reaction to the Saudi report highlighted the growing nervousness of the markets ahead of Opec's next ministerial meeting in Vienna on November 23. Yesterday Mr Redha Malek, the Algerian prime minister, was quoted by a newspaper in the United Arab Emirates as saying that oil producers "should show greater restraint" in order to boost prices.

On Monday, Opec's Economic Commission meets to discuss its forecast for short-term demand. It will prepare a report for Opec ministers which is expected to show a continuing decline in demand for Opec oil. "What we have here is a combination of seasonal factors, ... weak world demand and stepped-up non-Opec production," an Opec official said yesterday.

LME cuts ring-dealing charge

By Kenneth Gooding

THE LONDON Metal Exchange is to cut contract levy charges to be paid by ring-dealers next year by nearly 60 per cent - from 12p to 5p per "lot". Its action is in response to complaints from some ring-dealing members that they are not getting a fair deal.

The exchange is experiencing record business and it further demonstrated its financial strength yesterday by deciding to return £2m of the levies

raised this year to all clearing members. It paid a £1.5m levy rebate for 1992.

The LME board has been wrestling for some time with the problem of how to handle complaints from some of its 15 ring-dealing members that they were carrying a greater share of the burden of running the exchange and facing more risks than non-ring-dealing members but not getting commensurate returns.

Now, as a first move, the board has decided that next

year the ring-dealers will pay lower contract levies - those for other LME members remain at 12p a "lot".

For four years the LME's business in tonnage terms has risen at an annual average of 30 per cent. By the end of October this year it was 45 per cent ahead of the same months in 1992. Turnover is expected to reach \$581bn compared with \$700m last year. The LME reported pre-tax profit just above £1m for 1992 compared with £1.4m a year earlier.

WORLD COMMODITIES PRICES

MARKET REPORT

COFFEE led 25 a tonne yesterday to reach £1,264 as traders waited anxiously for the latest Brazilian coffee auction which was due to take place after the market's close. Brazil's commitments to the producers' retention scheme mean it had to buy 264,000 bags of coffee in last night's auction and a final auction to be held today. Traders yesterday expressed scepticism about whether producers could manage to buy so much in such a short time. A depressed NICKEL market extended early losses by the close, dealers said. Trade support around the \$4,600 a tonne level eventually gave way

and a sluggish fundamental picture did little to help the price, which ended at \$4,597.50 a tonne, down \$105. Analysts suggested nickel had further to fall. The Baltic Freight Index (BFI) faced a testing period following the reform of its component routes and its performance will have to be assessed in a year's time. Baltic Exchange chairman Peter Tudball said, "The BFI is effectively on trial until next year. But if the latest reforms can't succeed in winning back more volume to the freight chartering market, it is difficult to see what will," he said.

Compiled from Reuters

London Markets

SPOT MARKETS
Crude oil (per barrel FOB Dec) + or -
Dated 514.22-4.27u +0.08
Brent Blend (dated) 514.22-4.27u +0.08
Brent Blend (Dec) 515.08-3.72u +0.12
WTI (11 m) 516.08-7.00u +0.16

Oil products
(NHE prompt delivery per tonne CIF + or -)
Premium Gasoline 5172-174 +1
Diesel 5189-170 +1
Heavy Fuel Oil 522-64
Naptha 5149-152 +1
Petroleum Augus Estimates

Other
Gold per troy oz 5378.25 -0.50
Silver per troy oz 454.50c -0.00
Platinum per troy oz 5377.75 +2.00
Palladium per troy oz 5129.00 +0.35

Copper (US Producer) 80.0c
Lead (US Producer) 132.0c
Tin (Kuala Lumpur market) 12.00u -0.01
Tin (Ghana) 214.00u -1.50
Zinc (US Prime Western) 1.00u

Cattle (live weight) 120.22 -2.13
Sheep (live weight) 83.01u +0.06
Pigs (live weight) 72.30u -0.01

London daily sugar (raw) 5257.2 -0.5
London daily sugar (white) 5268.0 -1.0
Tale and Lyle instant price 5265.5 -1.0

Berley (English lead) 1.00u
Metals (US No. 3 yellow) 613.5u
Wheat (US Dec Northern) 617.0u

Rubber (Dagb) 60.50u -0.50
Rubber (RSS No. 1) 207.00u

Cocoa (US Philadelphia) 5470.0u
Palm Oil (Malaysia) 5267.5u +12.5
Cocoa (Philippines) 5315.0u
Soyabean (US) 5475.0u +0.30
Cotton (A) Index 383p
Woolprice (84s Super) 383p

CRUDE OIL - IPE
Dec 15.70 15.32 15.73 15.21
Jan 16.04 15.94 16.07 15.56
Feb 16.27 15.90 16.30 15.82
Mar 16.43 16.08 16.43 16.03
Apr 16.56 16.28 16.57 16.19
PE Index 15.50 14.98

GAS OIL - IPE
Dec 16.52 16.52 16.52 16.52
Jan 16.25 16.25 16.25 16.25
Feb 16.20 16.20 16.25 16.25
Mar 16.25 16.25 16.25 16.25
Apr 16.20 16.25 16.25 16.25
May 16.20 16.25 16.25 16.25
Jun 16.20 16.25 16.25 16.25
Jul 16.20 16.25 16.25 16.25
Aug 16.25 16.25 16.25 16.25

SUGAR - LCE
White Dec 281.00 279.50 280.50 279.00
Mar 276.00 274.00 275.00 273.00
Oct 271.10 270.00 271.10

WHEAT - LCE
Dec 162.50 162.50 162.50 162.50
Jan 162.50 162.50 162.50 162.50
Feb 162.50 162.50 162.50 162.50
Mar 162.50 162.50 162.50 162.50
Apr 162.50 162.50 162.50 162.50
May 162.50 162.50 162.50 162.50
Jun 162.50 162.50 162.50 162.50
Jul 162.50 162.50 162.50 162.50
Aug 162.50 162.50 162.50 162.50

Barley (English lead) 1.00u
Metals (US No. 3 yellow) 613.5u
Wheat (US Dec Northern) 617.0u

Rubber (Dagb) 60.50u -0.50
Rubber (RSS No. 1) 207.00u

Cocoa (US Philadelphia) 5470.0u
Palm Oil (Malaysia) 5267.5u +12.5
Cocoa (Philippines) 5315.0u
Soyabean (US) 5475.0u +0.30
Cotton (A) Index 383p
Woolprice (84s Super) 383p

Rubber (Dagb) 60.50u -0.50
Rubber (RSS No. 1) 207.00u

Cocoa (US Philadelphia) 5470.0u
Palm Oil (Malaysia) 5267.5u +12.5
Cocoa (Philippines) 5315.0u
Soyabean (US) 5475.0u +0.30
Cotton (A) Index 383p
Woolprice (84s Super) 383p

No. 7 RAW SUGAR - LCE

Dec 10.44 10.44 10.44 10.39
Jan 10.75 10.75 10.75 10.75
Feb 10.75 10.75 10.75 10.75
Mar 10.75 10.75 10.75 10.75
Turnover 109 (44) lots of 50 tonnes.

COCOA - LCE
Dec 931 923 933 921
Jan 974 961 975 961
Feb 985 968 984 970
Mar 988 972 984 974
Apr 988 973 985 975
May 988 968 984 970
Jun 988 968 984 970
Jul 988 968 984 970
Aug 988 968 984 970
Sep 988 968 984 970
Oct 988 968 984 970
Nov 988 968 984 970
Dec 988 968 984 970
Turnover 682 (78) lots of 10 tonnes
ICCO indicator price (US cents per pound) for Nov 10 514.32 (882.87) 10 day average for Nov 11 507.98 (808.34)

COFFEE - LCE
Dec 1209 1219 1224 1212
Jan 1225 1230 1237 1220
Feb 1207 1210 1219 1205
Mar 1192 1198 1208 1191
Turnover: 2209 (177) lots of 5 tonnes
ICCO indicator price (US cents per pound) for Nov 10 101.43 (82.87) 10 day average for Nov 11 97.98 (80.34)

POTATOES - LCE
Dec 85.4 85.8 85.4 85.0
Jan 85.4 85.8 85.4 85.0
Feb 85.4 85.8 85.4 85.0
Mar 85.4 85.8 85.4 85.0
Turnover 89 (97) lots of 20 tonnes.

PREMIUM - LCE
Dec 1340 1330 1346 1340
Jan 1347 1330 1356 1350
Feb 1353 1344 1359 1353
Mar 1371 1357 1371 1355
Oct 1375 1375 1380 1375
Nov 1319 1321
Turnover 2420 (1888) lots of 100 tonnes
Nov 1640.41 May 1653.34

GRAINS - LCE
Dec 102.25 102.25 102.25 102.25
Jan 102.25 102.25 102.25 102.25
Feb 102.25 102.25 102.25 102.25
Mar 102.25 102.25 102.25 102.25
Apr 102.25 102.25 102.25 102.25
May 102.25 102.25 102.25 102.25
Jun 102.25 102.25 102.25 102.25
Jul 102.25 102.25 102.25 102.25
Aug 102.25 102.25 102.25 102.25
Sep 102.25 102.25 102.25 102.25
Oct 102.25 102.25 102.25 102.25
Nov 102.25 102.25 102.25 102.25
Dec 102.25 102.25 102.25 102.25

FRUIT & VEGETABLES
New Zealand and Italian kiwifruit are currently 10-20p each (15-20p), making them the week's best fruit buy. Outcrop oranges are 10-20p each, depending on size (10-20p) and Spanish lemons are new in the week at 12-20p each, depending on size. English and Dutch cauliflower are the week's best vegetable buy at 30-40p each, depending on size (40-50p). English, French and Spanish carrots are 15-20p a lb (15-20p) and English swedes are currently 10-20p a lb (15-20p). There are plenty of Spanish lemons available this week for 55-80p each, depending on size (55-80p). NB Last week's prices shown in brackets.

WHEAT - LCE
Dec 162.50 162.50 162.50 162.50
Jan 162.50 162.50 162.50 162.50
Feb 162.50 162.50 162.50 162.50
Mar 162.50 162.50 162.50 162.50
Apr 162.50 162.50 162.50 162.50
May 162.50 162.50 162.50 162.50
Jun 162.50 162.50 162.50 162.50
Jul 162.50 162.50 162.50 162.50
Aug 162.50 162.50 162.50 162.50
Sep 162.50 162.50 162.50 162.50
Oct 162.50 162.50 162.50 162.50
Nov 162.50 162.50 162.50 162.50
Dec 162.50 162.50 162.50 162.50

Barley (English lead) 1.00u
Metals (US No. 3 yellow) 613.5u
Wheat (US Dec Northern) 617.0u

Rubber (Dagb) 60.50u -0.50
Rubber (RSS No. 1) 207.00u

Cocoa (US Philadelphia) 5470.0u
Palm Oil (Malaysia) 5267.5u +12.5
Cocoa (Philippines) 5315.0u
Soyabean (US) 5475.0u +0.30
Cotton (A) Index 383p
Woolprice (84s Super) 383p

Rubber (Dagb) 60.50u -0.50
Rubber (RSS No. 1) 207.00u

Cocoa (US Philadelphia) 5470.0u
Palm Oil (Malaysia) 5267.5u +12.5
Cocoa (Philippines) 5315.0u
Soyabean (US) 5475.0u +0.30
Cotton (A) Index 383p
Woolprice (84s Super) 383p

Rubber (Dagb) 60.50u -0.50
Rubber (RSS No. 1) 207.00u

Cocoa (US Philadelphia) 5470.0u
Palm Oil (Malaysia) 5267.5u +12.5
Cocoa (Philippines) 5315.0u
Soyabean (US) 5475.0u +0.30
Cotton (A) Index 383p
Woolprice (84s Super) 383p

LONDON METAL EXCHANGE

Dec 10.44 10.44 10.44 10.39
Jan 10.75 10.75 10.75 10.75
Feb 10.75 10.75 10.75 10.75
Mar 10.75 10.75 10.75 10.75
Turnover 109 (44) lots of 50 tonnes.

COCOA - LCE
Dec 931 923 933 921
Jan 974 961 975 961
Feb 985 968 984 970
Mar 988 972 984 974
Apr 988 973 985 975
May 988 968 984 970
Jun 988 968 984 970
Jul 988 968 984 970
Aug 988 968 984 970
Sep 988 968 984 970
Oct 988 968 984 970
Nov 988 968 984 970
Dec 988 968 984 970
Turnover 682 (78) lots of 10 tonnes
ICCO indicator price (US cents per pound) for Nov 10 514.32 (882.87) 10 day average for Nov 11 507.98 (808.34)

COFFEE - LCE
Dec 1209 1219 1224 1212
Jan 1225 1230 1237 1220
Feb 1207 1210 1219 1205
Mar 1192 1198 1208 1191
Turnover: 2209 (177) lots of 5 tonnes
ICCO indicator price (US cents per pound) for Nov 10 101.43 (82.87) 10 day average for Nov 11 97.98 (80.34)

POTATOES - LCE
Dec 85.4 85.8 85.4 85.0
Jan 85.4 85.8 85.4 85.0
Feb 85.4 85.8 85.4 85.0
Mar 85.4 85.8 85.4 85.0
Turnover 89 (97) lots of 20 tonnes.

PREMIUM - LCE
Dec 1340 1330 1346 1340
Jan 1347 1330 1356 1350
Feb 1353 1344 1359 1353
Mar 1371 1357 1371 1355
Oct 1375 1375 1380 1375
Nov 1319 1321
Turnover 2420 (1888) lots of 100 tonnes
Nov 1640.41 May 1653.34

GRAINS - LCE
Dec 102.25 102.25 102.25 102.25
Jan 102.25 102.25 102.25 102.25
Feb 102.25 102.25 102.

CANS

BUSINESS SERVICES

ENGINEERING-GENERAL - Contd.

INVESTMENT TRUSTS - Cont.

1983	MA	W	PE
High	100	97	98
90	94	91	92
80	89	84	86
70	75	71	73
60	63	61	62
50	53	51	52
40	44	42	43
30	35	33	34
20	25	23	24
10	15	13	14
0	0	0	0
1984	MA	W	PE
High	100	97	98
90	94	91	92
80	89	84	86
70	75	71	73
60	63	61	62
50	53	51	52
40	44	42	43
30	35	33	34
20	25	23	24
10	15	13	14
0	0	0	0
1985	MA	W	PE
High	100	97	98
90	94	91	92
80	89	84	86
70	75	71	73
60	63	61	62
50	53	51	52
40	44	42	43
30	35	33	34
20	25	23	24
10	15	13	14
0	0	0	0
1986	MA	W	PE
High	100	97	98
90	94	91	92
80	89	84	86
70	75	71	73
60	63	61	62
50	53	51	52
40	44	42	43
30	35	33	34
20	25	23	24
10	15	13	14
0	0	0	0
1987	MA	W	PE
High	100	97	98
90	94	91	92
80	89	84	86
70	75	71	73
60	63	61	62
50	53	51	52
40	44	42	43
30	35	33	34
20	25	23	24
10	15	13	14
0	0	0	0
1988	MA	W	PE
High	100	97	98
90	94	91	92
80	89	84	86
70	75	71	73
60	63	61	62
50	53	51	52
40	44	42	43
30	35	33	34
20	25	23	24
10	15	13	14
0	0	0	0
1989	MA	W	PE
High	100	97	98
90	94	91	92
80	89	84	86
70	75	71	73
60	63	61	62
50	53	51	52
40	44	42	43
30	35	33	34
20	25	23	24
10	15	13	14
0	0	0	0
1990	MA	W	PE
High	100	97	98
90	94	91	92
80	89	84	86
70	75	71	73
60	63	61	62
50	53	51	52
40	44	42	43
30	35	33	34
20	25	23	24
10	15	13	14
0	0	0	0
1991	MA	W	PE
High	100	97	98
90	94	91	92
80	89	84	86
70	75	71	73
60	63	61	62
50	53	51	52
40	44	42	43
30	35	33	34
20	25	23	24
10	15	13	14
0	0	0	0
1992	MA	W	PE
High	100	97	98
90	94	91	92
80	89	84	86
70	75	71	73
60	63	61	62
50	53	51	52
40	44	42	43
30	35	33	34
20	25	23	24
10	15	13	14
0	0	0	0
1993	MA	W	PE
High	100	97	98
90	94	91	92
80	89	84	86
70	75	71	73
60	63	61	62
50	53	51	52
40	44	42	43
30	35	33	34
20	25	23	24
10	15	13	14
0	0	0	0
POSITIVE	MA	W	PE
High	100	97	98
90	94	91	92
80	89	84	86
70	75	71	73
60	63	61	62
50	53	51	52
40	44	42	43
30	35	33	34
20	25	23	24
10	15	13	14
0	0	0	0

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	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585																																																																																																																																																																																																																											
Pop	121	124	127	131	134	137	140	143	146	149	152	155	158	161	164	167	170	173	176	179	182	185	188	191	194	197	200	203	206	209	212	215	218	221	224	227	230	233	236	239	242	245	248	251	254	257	260	263	266	269	272	275	278	281	284	287	290	293	296	299	302	305	308	311	314	317	320	323	326	329	332	335	338	341	344	347	350	353	356	359	362	365	368	371	374	377	380	383	386	389	392	395	398	401	404	407	410	413	416	419	422	425	428	431	434	437	440	443	446	449	452	455	458	461	464	467	470	473	476	479	482	485	488	491	494	497	500	503	506	509	512	515	518	521	524	527	530	533	536	539	542	545	548	551	554	557	560	563	566	569	572	575	578	581	584	587	590	593	596	599	602	605	608	611	614	617	620	623	626	629	632	635	638	641	644	647	650	653	656	659	662	665	668	671	674	677	680	683	686	689	692	695	698	701	704	707	710	713	716	719	722	725	728	731	734	737	740	743	746	749	752	755	758	761	764	767	770	773	776	779	782	785	788	791	794	797	800	803	806	809	812	815	818	821	824	827	830	833	836	839	842	845	848	851	854	857	860	863	866	869	872	875	878	881	884	887	890	893	896	899	902	905	908	911	914	917	920	923	926	929	932	935	938	941	944	947	950	953	956	959	962	965	968	971	974	977	980	983	986	989	992	995	998	1001	1004	1007	1010	1013	1016	1019	1022	1025	1028	1031	1034	1037	1040	1043	1046	1049	1052	1055	1058	1061	1064	1067	1070	1073	1076	1079	1082	1085	1088	1091	1094	1097	1100	1103	1106	1109	1112	1115	1118	1121	1124	1127	1130	1133	1136	1139	1142	1145	1148	1151	1154	1157	1160	1163	1166	1169	1172	1175	1178	1181	1184	1187	1190	1193	1196	1199	1202	1205	1208	1211	1214	1217	1220	1223	1226	1229	1232	1235	1238	1241	1244	1247	1250	1253	1256	1259	1262	1265	1268	1271	1274	1277	1280	1283	1286	1289	1292	1295	1298	1301	1304	1307	1310	1313	1316	1319	1322	1325	1328	1331	1334	1337	1340	1343	1346	1349	1352	1355	1358	1361	1364	1367	1370	1373	1376	1379	1382	1385	1388	1391	1394	1397	1400	1403	1406	1409	1412	1415	1418	1421	1424	1427	1430	1433	1436	1439	1442	1445	1448	1451	1454	1457	1460	1463	1466	1469	1472	1475	1478	1481	1484	1487	1490	1493	1496	1499	1502	1505	1508	1511	1514	1517	1520	1523	1526	1529	1532	1535	1538	1541	1544	1547	1550	1553	1556	1559	1562	1565	1568	1571	1574	1577	1580	1583	1586	1589	1592	1595	1598	1601	1604	1607	1610	1613	1616	1619	1622	1625	1628	1631	1634	1637	1640	1643	1646	1649	1652	1655	1658	1661	1664	1667	1670	1673	1676	1679	1682	1685	1688	1691	1694	1697	1700	1703	1706	1709	1712	1715	1718	1721	1724	1727	1730	1733	1736	1739	1742	1745	1748	1751	1754	1757	1760	1763	1766	1769	1772	1775	1778	1781	1784	1787	1790	1793	1796	1799	1802	1805	1808	1811	1814	1817	1820	1823	1826	1829	1832	1835	1838	1841	1844	1847	1850	1853	1856	1859	1862	1865	1868	1871	1874	1877	1880	1883	1886	1889	1892	1895	1898	1901	1904	1907	1910	1913	1916	1919	1922	1925	1928	1931	1934	1937	1940	1943	1946	1949	1952	1955	1958	1961	1964	1967	1970	1973	1976	1979	1982	1985	1988	1991	1994	1997	2000

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INVESTMENT TRUSTS - Cont.

Trust	Price	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	988	987	986	985	984	983	982	981	980	979	978	977	976	975	974	973	972	971	970	969	968	967	966	965	964	963	962	961	960	959	958	957	956	955	954	953	952	951	950	949	948	947	946	945	944	943	942	941	940	939	938	937	936	935	934	933	932	931	930	929	928	927	926	925	924	923	922	921	920	919	918	917	916	915	914	913	912	911	910	909	908	907	906	905	904	903	902	901	900	899	898	897	896	895	894	893	892	891	890	889	888	887	886	885	884	883	882	881	880	879	878	877	876	875	874	873	872	871	870	869	868	867	866	865	864	863	862	861	860	859	858	857	856	855	854	853	852	851	850	849	848	847	846	845	844	843	842	841	840	839	838	837	836	835	834	833	832	831	830	829	828	827	826	825	824	823	822	821	820	819	818	817	816	815	814	813	812	811	810	809	808	807	806	805	804	803	802	801	800	799	798	797	796	795	794	793	792	791	790	789	788	787	786	785	784	783	782	781	780	779	778	777	776	775	774	773	772	771	770	769	768	767	766	765	764	763	762	761	760	759	758	757	756	755	754	753	752	751	750	749	748	747	746	745	744	743	742	741	740	739	738	737	736	735	734	733	732	731	730	729	728	727	726	725	724	723	722	721	720	719	718	717	716	715	714	713	712	711	710	709	708	707	706	705	704	703	702	701	700	699	698	697	696	695	694	693	692	691	690	689	688	687	686	685	684	683	682	681	680	679	678	677	676	675	674	673	672	671	670	669	668	667	666	665	664	663	662	661	660	659	658	657	656	655	654	653	652	651	650	649	648	647	646	645	644	643	642	641	640	639	638	637	636	635	634	633	632	631	630	629	628	627	626	625	624	623	622	621	620	619	618	617	616	615	614	613	612	611	610	609	608	607	606	605	604	603	602	601	600	599	598	597	596	595	594	5
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AUTHORISED UNIT TRUSTS

● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (071) 873 4378 for more details.

[illegible]

INITIAL CHARGE: One made on sale of unit. Used to defray marketing and administrative costs, including commission and advertising. Not included in the price of the unit.

SALES PRICE: Also called retail price. The price which units are bought by investors.

RID PRICE: Also called cancellation price. The price at which units are sold back to the company.

CANCELLATION PRICE: The minimum price at which units can be sold back to the company. The difference between the offer and bid prices is determined by a formula laid down by the government.

MARKET PRICE: The price at which a unit is bought or sold in the market. A much more volatile price. As a result, the bid price is always lower than the market price. However, the bid price might not be moved in the cancellation price. The market price is determined by the interaction of supply and demand in a free market.

UNIT: The smallest negotiable unit of the company. The price of the unit is determined by the company's management. The price of the unit is determined by the company's management. The price of the unit is determined by the company's management.

OTHER EXERCISES ARE CONTAINED IN THE LIST BELOW:

1. The first exercise is contained in the list below:

2. The second exercise is contained in the list below:

3. The third exercise is contained in the list below:

4. The fourth exercise is contained in the list below:

5. The fifth exercise is contained in the list below:

6. The sixth exercise is contained in the list below:

7. The seventh exercise is contained in the list below:

8. The eighth exercise is contained in the list below:

9. The ninth exercise is contained in the list below:

10. The tenth exercise is contained in the list below:

11. The eleventh exercise is contained in the list below:

12. The twelfth exercise is contained in the list below:

13. The thirteenth exercise is contained in the list below:

14. The fourteenth exercise is contained in the list below:

15. The fifteenth exercise is contained in the list below:

16. The sixteenth exercise is contained in the list below:

17. The seventeenth exercise is contained in the list below:

18. The eighteenth exercise is contained in the list below:

19. The nineteenth exercise is contained in the list below:

20. The twentieth exercise is contained in the list below:

21. The twenty-first exercise is contained in the list below:

22. The twenty-second exercise is contained in the list below:

23. The twenty-third exercise is contained in the list below:

24. The twenty-fourth exercise is contained in the list below:

25. The twenty-fifth exercise is contained in the list below:

26. The twenty-sixth exercise is contained in the list below:

27. The twenty-seventh exercise is contained in the list below:

28. The twenty-eighth exercise is contained in the list below:

29. The twenty-ninth exercise is contained in the list below:

30. The thirtieth exercise is contained in the list below:

31. The thirty-first exercise is contained in the list below:

32. The thirty-second exercise is contained in the list below:

33. The thirty-third exercise is contained in the list below:

34. The thirty-fourth exercise is contained in the list below:

35. The thirty-fifth exercise is contained in the list below:

36. The thirty-sixth exercise is contained in the list below:

37. The thirty-seventh exercise is contained in the list below:

38. The thirty-eighth exercise is contained in the list below:

39. The thirty-ninth exercise is contained in the list below:

40. The fortieth exercise is contained in the list below:

41. The forty-first exercise is contained in the list below:

42. The forty-second exercise is contained in the list below:

43. The forty-third exercise is contained in the list below:

44. The forty-fourth exercise is contained in the list below:

45. The forty-fifth exercise is contained in the list below:

46. The forty-sixth exercise is contained in the list below:

47. The forty-seventh exercise is contained in the list below:

48. The forty-eighth exercise is contained in the list below:

49. The forty-ninth exercise is contained in the list below:

50. The fiftieth exercise is contained in the list below:

51. The fifty-first exercise is contained in the list below:

52. The fifty-second exercise is contained in the list below:

53. The fifty-third exercise is contained in the list below:

54. The fifty-fourth exercise is contained in the list below:

55. The fifty-fifth exercise is contained in the list below:

56. The fifty-sixth exercise is contained in the list below:

57. The fifty-seventh exercise is contained in the list below:

58. The fifty-eighth exercise is contained in the list below:

59. The fifty-ninth exercise is contained in the list below:

60. The sixtieth exercise is contained in the list below:

61. The sixty-first exercise is contained in the list below:

62. The sixty-second exercise is contained in the list below:

63. The sixty-third exercise is contained in the list below:

64. The sixty-fourth exercise is contained in the list below:

65. The sixty-fifth exercise is contained in the list below:

66. The sixty-sixth exercise is contained in the list below:

67. The sixty-seventh exercise is contained in the list below:

68. The sixty-eighth exercise is contained in the list below:

69. The sixty-ninth exercise is contained in the list below:

70. The seventieth exercise is contained in the list below:

71. The seventy-first exercise is contained in the list below:

72. The seventy-second exercise is contained in the list below:

73. The seventy-third exercise is contained in the list below:

74. The seventy-fourth exercise is contained in the list below:

75. The seventy-fifth exercise is contained in the list below:

76. The seventy-sixth exercise is contained in the list below:

77. The seventy-seventh exercise is contained in the list below:

78. The seventy-eighth exercise is contained in the list below:

79. The seventy-ninth exercise is contained in the list below:

80. The eightieth exercise is contained in the list below:

81. The eighty-first exercise is contained in the list below:

82. The eighty-second exercise is contained in the list below:

83. The eighty-third exercise is contained in the list below:

84. The eighty-fourth exercise is contained in the list below:

85. The eighty-fifth exercise is contained in the list below:

86. The eighty-sixth exercise is contained in the list below:

87. The eighty-seventh exercise is contained in the list below:

88. The eighty-eighth exercise is contained in the list below:

89. The eighty-ninth exercise is contained in the list below:

90. The ninetieth exercise is contained in the list below:

91. The ninety-first exercise is contained in the list below:

92. The ninety-second exercise is contained in the list below:

93. The ninety-third exercise is contained in the list below:

94. The ninety-fourth exercise is contained in the list below:

95. The ninety-fifth exercise is contained in the list below:

96. The ninety-sixth exercise is contained in the list below:

97. The ninety-seventh exercise is contained in the list below:

98. The ninety-eighth exercise is contained in the list below:

99. The ninety-ninth exercise is contained in the list below:

100. The hundredth exercise is contained in the list below:

101. The hundred-first exercise is contained in the list below:

102. The hundred-second exercise is contained in the list below:

103. The hundred-third exercise is contained in the list below:

104. The hundred-fourth exercise is contained in the list below:

105. The hundred-fifth exercise is contained in the list below:

106. The hundred-sixth exercise is contained in the list below:

107. The hundred-seventh exercise is contained in the list below:

108. The hundred-eighth exercise is contained in the list below:

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110. The hundred-tenth exercise is contained in the list below:

111. The hundred-eleventh exercise is contained in the list below:

112. The hundred-twelfth exercise is contained in the list below:

113. The hundred-thirteenth exercise is contained in the list below:

114. The hundred-fourteenth exercise is contained in the list below:

115. The hundred-fifteenth exercise is contained in the list below:

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117. The hundred-seventeenth exercise is contained in the list below:

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119. The hundred-nineteenth exercise is contained in the list below:

120. The hundred-twentieth exercise is contained in the list below:

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122. The hundred-twenty-second exercise is contained in the list below:

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125. The hundred-twenty-fifth exercise is contained in the list below:

126. The hundred-twenty-sixth exercise is contained in the list below:

127. The hundred-twenty-seventh exercise is contained in the list below:

128. The hundred-twenty-eighth exercise is contained in the list below:

129. The hundred-twenty-ninth exercise is contained in the list below:

130. The hundred-thirtieth exercise is contained in the list below:

131. The hundred-thirty-first exercise is contained in the list below:

132. The hundred-thirty-second exercise is contained in the list below:

133. The hundred-thirty-third exercise is contained in the list below:

134. The hundred-thirty-fourth exercise is contained in the list below:

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136. The hundred-thirty-sixth exercise is contained in the list below:

137. The hundred-thirty-seventh exercise is contained in the list below:

138. The hundred-thirty-eighth exercise is contained in the list below:

139. The hundred-thirty-ninth exercise is contained in the list below:

140. The hundred-fortieth exercise is contained in the list below:

141. The hundred-forty-first exercise is contained in the list below:

142. The hundred-forty-second exercise is contained in the list below:

143. The hundred-forty-third exercise is contained in the list below:

144. The hundred-forty-fourth exercise is contained in the list below:

145. The hundred-forty-fifth exercise is contained in the list below:

146. The hundred-forty-sixth exercise is contained in the list below:

147. The hundred-forty-seventh exercise is contained in the list below:

148. The hundred-forty-eighth exercise is contained in the list below:

149. The hundred-forty-ninth exercise is contained in the list below:

150. The hundred-fiftieth exercise is contained in the list below:

151. The hundred-fifty-first exercise is contained in the list below:

152. The hundred-fifty-second exercise is contained in the list below:

153. The hundred-fifty-third exercise is contained in the list below:

154. The hundred-fifty-fourth exercise is contained in the list below:

155. The hundred-fifty-fifth exercise is contained in the list below:

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158. The hundred-fifty-eighth exercise is contained in the list below:

159. The hundred-fifty-ninth exercise is contained in the list below:

160. The hundred-sixtieth exercise is contained in the list below:

161. The hundred-sixty-first exercise is contained in the list below:

162. The hundred-sixty-second exercise is contained in the list

38

Foreign
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● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (071) 873 4378 for more details.

IRELAND (SIB RECOGNISED)

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33

Foreign
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FOREIGN EXCHANGE

Yen firms against dollar

Foreign currency trading all but ground to a halt as markets in US, Canada, France and Belgium remained closed for national holidays, writes *Conner Middleman*.

Most currencies languished in directionless trading, and with many US market participants expected to take a four-day weekend, today's session could be similarly uninspired. The Japanese yen saw most of the action yesterday and firmed markedly against the dollar, which closed in London at ¥106.45, down from ¥107.20 on Wednesday. The dollar's breach of key support at ¥106.70 quickly sent it sliding as low as ¥106.25 before recouping some of those losses.

According to Mr Chris Purness, senior currency analyst at the market analysis firm IDEA, there is intermediate support for the dollar at ¥106.20, with strong support at ¥106.20.

"At that point we would expect to see some support from the Bank of Japan," he said. The Bank of Japan and the US Federal Reserve were rumored to be intervening in support of the dollar overnight, but most traders said they saw no evidence of such actions.

The dollar firmed against the

D-Mark and closed at DM1.6915, up from its intra-day low of DM1.6855 but little changed from Wednesday's close of DM1.6920. The next impetus for the dollar could come from the release of October US retail sales at 1330 GMT today, with most traders calling for a month-on-month 1.2 per cent gain.

One reason for the D-Mark's softer tone were statements from Bundesbank director and central bank council member Oskar Issing, who said in a magazine interview that the Bundesbank will explore its scope for future rate cuts by "probing with small steps", Issing also said that further easing hinges on developments in Germany's inflation rate and in its M3 money supply growth measure, and warned that risks to German price stability are not yet fully subdued.

Also damping the German currency was the softer call money rate, which eased to

around 6.35 per cent from 6.45 per cent on Wednesday amid ample liquidity in the banking system.

Sterling extended Wednesday's recovery and briefly breached the psychologically important DM2.50 barrier. However, it ran out of steam at that level and ended the day at DM2.5000, up from DM2.4975 on Wednesday.

"In these thin markets almost any trade will move the currency, but that doesn't necessarily mean the move is sustainable," said a London currency trader, who expects sterling to remain locked in a narrow range until the November 30 Budget.

Traders today will be looking to the publication of UK September industrial production numbers to provide evidence of the latest state of the UK recovery. Information in recent days has suggested that it is patchy and uneven.

EMS EUROPEAN CURRENCY UNIT RATES

	Unit	Rate	% Change	% Spread	Divergence
Deutsch Mark	1.93625	2.1083	-0.10	5.00	-
French Franc	6.54553	6.54553	0.00	5.00	-
Italian Lira	2036.27	2036.27	0.00	5.00	-
Spanish Peseta	166.639	166.639	0.00	5.00	-
Belgian Franc	40.3399	40.3399	0.00	5.00	-
Portuguese Escudo	200.482	200.482	0.00	5.00	-
Dutch Guilder	3.60331	3.60331	0.00	5.00	-

Unit central rates set by the European Commission. Currencies are in descending order of strength. Percentage changes are for the day's movement against a weak currency. Divergence between the unit and the central bank's target rate. Spread between the unit and the central bank's target rate. Divergence between the unit and the central bank's target rate.

Forward premiums and discounts apply to the US dollar.

STERLING INDEX

	Nov 11	Nov 10	Nov 9	Nov 8	Nov 7
3.00 am	106.45	106.45	106.45	106.45	106.45
6.00 am	106.45	106.45	106.45	106.45	106.45
9.00 am	106.45	106.45	106.45	106.45	106.45
12.00 pm	106.45	106.45	106.45	106.45	106.45
3.00 pm	106.45	106.45	106.45	106.45	106.45
4.00 pm	106.45	106.45	106.45	106.45	106.45

CURRENCY MOVEMENTS

	Nov 11	Nov 10	Nov 9	Nov 8	Nov 7
US Dollar	106.45	106.45	106.45	106.45	106.45
Japanese Yen	106.45	106.45	106.45	106.45	106.45
German Mark	1.6915	1.6915	1.6915	1.6915	1.6915
French Franc	6.54553	6.54553	6.54553	6.54553	6.54553
Italian Lira	2036.27	2036.27	2036.27	2036.27	2036.27
Spanish Peseta	166.639	166.639	166.639	166.639	166.639
Belgian Franc	40.3399	40.3399	40.3399	40.3399	40.3399
Portuguese Escudo	200.482	200.482	200.482	200.482	200.482
Dutch Guilder	3.60331	3.60331	3.60331	3.60331	3.60331

Bank rate refers to central bank discount rate. All other rates are for the US dollar.

OTHER CURRENCIES

	Nov 11	Nov 10	Nov 9	Nov 8	Nov 7
Argentine Peso	1.4775	1.4775	1.4775	1.4775	1.4775
Australian Dollar	1.4775	1.4775	1.4775	1.4775	1.4775
Canadian Dollar	1.4775	1.4775	1.4775	1.4775	1.4775
Swedish Krona	1.4775	1.4775	1.4775	1.4775	1.4775
Swiss Franc	1.4775	1.4775	1.4775	1.4775	1.4775
Thai Baht	1.4775	1.4775	1.4775	1.4775	1.4775
South African Rand	1.4775	1.4775	1.4775	1.4775	1.4775
South Korean Won	1.4775	1.4775	1.4775	1.4775	1.4775
Chinese Yuan	1.4775	1.4775	1.4775	1.4775	1.4775
Indonesian Rupiah	1.4775	1.4775	1.4775	1.4775	1.4775
Malaysian Ringgit	1.4775	1.4775	1.4775	1.4775	1.4775
Singapore Dollar	1.4775	1.4775	1.4775	1.4775	1.4775
Philippine Peso	1.4775	1.4775	1.4775	1.4775	1.4775
Thai Baht	1.4775	1.4775	1.4775	1.4775	1.4775
South African Rand	1.4775	1.4775	1.4775	1.4775	1.4775
South Korean Won	1.4775	1.4775	1.4775	1.4775	1.4775
Chinese Yuan	1.4775	1.4775	1.4775	1.4775	1.4775
Indonesian Rupiah	1.4775	1.4775	1.4775	1.4775	1.4775
Malaysian Ringgit	1.4775	1.4775	1.4775	1.4775	1.4775
Singapore Dollar	1.4775	1.4775	1.4775	1.4775	1.4775
Philippine Peso	1.4775	1.4775	1.4775	1.4775	1.4775

Long term Eurodollar, one year 4.4-4.6 per cent, three months 4.1-4.3 per cent, six months 4.0-4.2 per cent, one month 3.9-4.1 per cent.

Short term rates are for US dollar and Japanese yen, all other rates are for the US dollar.

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FINANCIAL FUTURES AND OPTIONS

LIFFE LONG GUT FUTURES OPTIONS

Strike	Call	Put	Settlement
111	2.25	1.25	0.00
112	2.25	1.25	0.00
113	2.25	1.25	0.00
114	2.25	1.25	0.00
115	2.25	1.25	0.00
116	2.25	1.25	0.00
117	2.25	1.25	0.00
118	2.25	1.25	0.00

LIFFE EURO STERLING FUTURES

Strike	Call	Put	Settlement
111	2.25	1.25	0.00
112	2.25	1.25	0.00
113	2.25	1.25	0.00
114	2.25	1.25	0.00
115	2.25	1.25	0.00
116	2.25	1.25	0.00
117	2.25	1.25	0.00
118	2.25	1.25	0.00

LIFFE EURO STERLING FUTURES

LONDON (LFFE)				
9% NATIONAL BRITISH GILT *				
£50,000 22nd of 100%				
	High	Low	Prev.	
Dec	113-28	113-04	113-28	113-30
Mar	113-08	113-08	113-07	113-07
Estimated volume 17589 (51305)				
Previous day's open int. 167259 (108256)				
9% NATIONAL GERMAN GOVT. BOND *				
£250,000 10th of 100%				
	High	Low	Prev.	
Dec	113-08	113-04	113-28	113-30
Mar	113-08	113-08	113-07	113-07
Estimated volume 17589 (51305)				
Previous day's open int. 167259 (108256)				

CHICAGO				
U.S. TREASURY BONDS (CBT) 9%				
\$100,000 22nd of 100%				
	Latest	High	Low	
Dec	119-06	118-14	118-04	118-04
Mar	114-31	115-06	114-28	114-28
Jun	113-13	114-02	113-28	113-28
Dec	-	-	-	-
Mar	-	-	-	-
Jun	-	-	-	-

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CANADA

Sales Stock

High Low Close Chng

TORONTO

4 pm close November 11

Outsize in cities unless marked S

41192	AsseP	5114	5134	5134	+
129476	AsseP	5214	5234	5234	+
609276	AsseP	5314	5334	5334	+
36389	AsseP	5414	5434	5434	+
5100	AsseP	5514	5534	5534	+
12807	AsseP	5614	5634	5634	+
129444	AsseP	5714	5734	5734	+
21200	AsseP	5814	5834	5834	+
129444	AsseP	5914	5934	5934	+
129444	AsseP	6014	6034	6034	+
129444	AsseP	6114	6134	6134	+
129444	AsseP	6214	6234	6234	+
129444	AsseP	6314	6334	6334	+
129444	AsseP	6414	6434	6434	+
129444	AsseP	6514	6534	6534	+
129444	AsseP	6614	6634	6634	+
129444	AsseP	6714	6734	6734	+
129444	AsseP	6814	6834	6834	+
129444	AsseP	6914	6934	6934	+
129444	AsseP	7014	7034	7034	+
129444	AsseP	7114	7134	7134	+
129444	AsseP	7214	7234	7234	+
129444	AsseP	7314	7334	7334	+
129444	AsseP	7414	7434	7434	+
129444	AsseP	7514	7534	7534	+
129444	AsseP	7614	7634	7634	+
129444	AsseP	7714	7734	7734	+
129444	AsseP	7814	7834	7834	+
129444	AsseP	7914	7934	7934	+
129444	AsseP	8014	8034	8034	+
129444	AsseP	8114	8134	8134	+
129444	AsseP	8214	8234	8234	+
129444	AsseP	8314	8334	8334	+
129444	AsseP	8414	8434	8434	+
129444	AsseP	8514	8534	8534	+
129444	AsseP	8614	8634	8634	+
129444	AsseP	8714	8734	8734	+
129444	AsseP	8814	8834	8834	+
129444	AsseP	8914	8934	8934	+
129444	AsseP	9014	9034	9034	+
129444	AsseP	9114	9134	9134	+
129444	AsseP	9214	9234	9234	+
129444	AsseP	9314	9334	9334	+
129444	AsseP	9414	9434	9434	+
129444	AsseP	9514	9534	9534	+
129444	AsseP	9614	9634	9634	+
129444	AsseP	9714	9734	9734	+
129444	AsseP	9814	9834	9834	+
129444	AsseP	9914	9934	9934	+
129444	AsseP	10014	10034	10034	+

Sales Stock

High Low Close Chng

4340	Danpak	5114	5134	5134	+
14292	Danpak	5214	5234	5234	+
647772	Danpak	5314	5334	5334	+
17767	Danpak	5414	5434	5434	+
17767	Danpak	5514	5534	5534	+
17767	Danpak	5614	5634	5634	+
17767	Danpak	5714	5734	5734	+
17767	Danpak	5814	5834	5834	+
17767	Danpak	5914	5934	5934	+
17767	Danpak	6014	6034	6034	+
17767	Danpak	6114	6134	6134	+
17767	Danpak	6214	6234	6234	+
17767	Danpak	6314	6334	6334	+
17767	Danpak	6414	6434	6434	+
17767	Danpak	6514	6534	6534	+
17767	Danpak	6614	6634	6634	+
17767	Danpak	6714	6734	6734	+

Sales Stock

High Low Close Chng

1100	Laurier	5114	5134	5134	+
5632	Laurier	5214	5234	5234	+
5632	Laurier	5314	5334	5334	+
5632	Laurier	5414	5434	5434	+
5632	Laurier	5514	5534	5534	+
5632	Laurier	5614	5634	5634	+
5632	Laurier	5714	5734	5734	+
5632	Laurier	5814	5834	5834	+
5632	Laurier	5914	5934	5934	+
5632	Laurier	6014	6034	6034	+
5632	Laurier	6114	6134	6134	+
5632	Laurier	6214	6234	6234	+
5632	Laurier	6314	6334	6334	+
5632	Laurier	6414	6434	6434	+
5632	Laurier	6514	6534	6534	+
5632	Laurier	6614	6634	6634	+
5632	Laurier	6714	6734	6734	+

Sales Stock

High Low Close Chng

4400	Scotch	5114	5134	5134	+
57978	Scotch	5214	5234	5234	+
57978	Scotch	5314	5334	5334	+
57978	Scotch	5414	5434	5434	+
57978	Scotch	5514	5534	5534	+
57978	Scotch	5614	5634	5634	+
57978	Scotch	5714	5734	5734	+
57978	Scotch	5814	5834	5834	+
57978	Scotch	5914	5934	5934	+
57978	Scotch	6014	6034	6034	+
57978	Scotch	6114	6134	6134	+
57978	Scotch	6214	6234	6234	+
57978	Scotch	6314	6334	6334	+
57978	Scotch	6414	6434	6434	+
57978	Scotch	6514	6534	6534	+
57978	Scotch	6614	6634	6634	+
57978	Scotch	6714	6734	6734	+

MONTREAL

4 pm close November 11

37110	BePac	5114	5134	5134	+
39970	BePac	5214	5234	5234	+
58405	BePac	5314	5334	5334	+
58405	BePac	5414	5434	5434	+
58405	BePac	5514	5534	5534	+
58405	BePac	5614	5634	5634	+
58405	BePac	5714	5734	5734	+
58405	BePac	5814	5834	5834	+
58405	BePac	5914	5934	5934	+
58405	BePac	6014	6034	6034	+
58405	BePac	6114	6134	6134	+
58405	BePac	6214	6234	6234	+
58405	BePac	6314	6334	6334	+
58405	BePac	6414	6434	6434	+
58405	BePac	6514	6534	6534	+
58405	BePac	6614	6634	6634	+
58405	BePac	6714	6734	6734	+

NEW YORK STOCK EXCHANGE									
	Nov			1993			Since completion		
	Nov	Nov	Nov	HIGH	LOW	HIGH	LOW	HIGH	LOW
Industrials	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 10	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 11	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 12	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 13	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 14	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 15	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 16	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 17	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 18	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 19	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 20	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 21	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 22	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 23	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 24	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 25	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 26	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 27	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 28	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 29	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 30	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 31	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 32	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 33	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 34	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 35	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 36	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 37	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 38	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 39	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 40	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 41	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 42	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 43	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 44	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 45	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 46	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 47	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 48	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 49	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 50	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 51	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 52	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 53	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 54	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 55	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 56	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 57	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 58	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 59	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 60	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 61	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 62	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 63	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 64	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 65	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 66	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 67	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 68	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 69	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 70	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 71	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 72	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 73	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 74	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 75	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 76	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 77	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 78	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 79	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 80	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 81	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 82	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 83	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 84	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 85	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 86	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 87	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 88	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 89	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 90	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 91	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 92	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 93	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 94	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 95	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 96	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 97	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 98	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 99	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 100	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 101	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 102	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 103	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 104	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 105	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 106	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 107	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 108	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 109	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 110	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 111	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 112	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 113	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 114	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 115	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 116	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 117	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 118	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 119	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 120	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 121	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 122	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 123	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 124	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 125	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 126	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 127	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 128	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 129	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 130	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 131	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 132	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 133	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 134	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 135	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 136	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 137	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 138	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 139	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 140	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 141	363.55	364.07	367.20	364.23		2511.18	41.22		
Nov 142	363.55	364.07	367.20	364.23		2511.18	41.22		

Stocks	Trading Prices	Change on day	Stocks Traded	Closing Prices	Change on day
Nippon Steel	6.1m	50	Sankyo	6.25	-5
Infinita E	1,420	+1	Sankyo	6.25	-5
Infinita Heavy	3.1m	+10	Nissan Ryudo	2.7m	-2
Isuzu	627		Daishu Corp	2.7m	-2
	799	-1	Digital Systems	2.2m	601
Horitsu Soda	2.5m	+10	Nissaido Steel	2.5m	516

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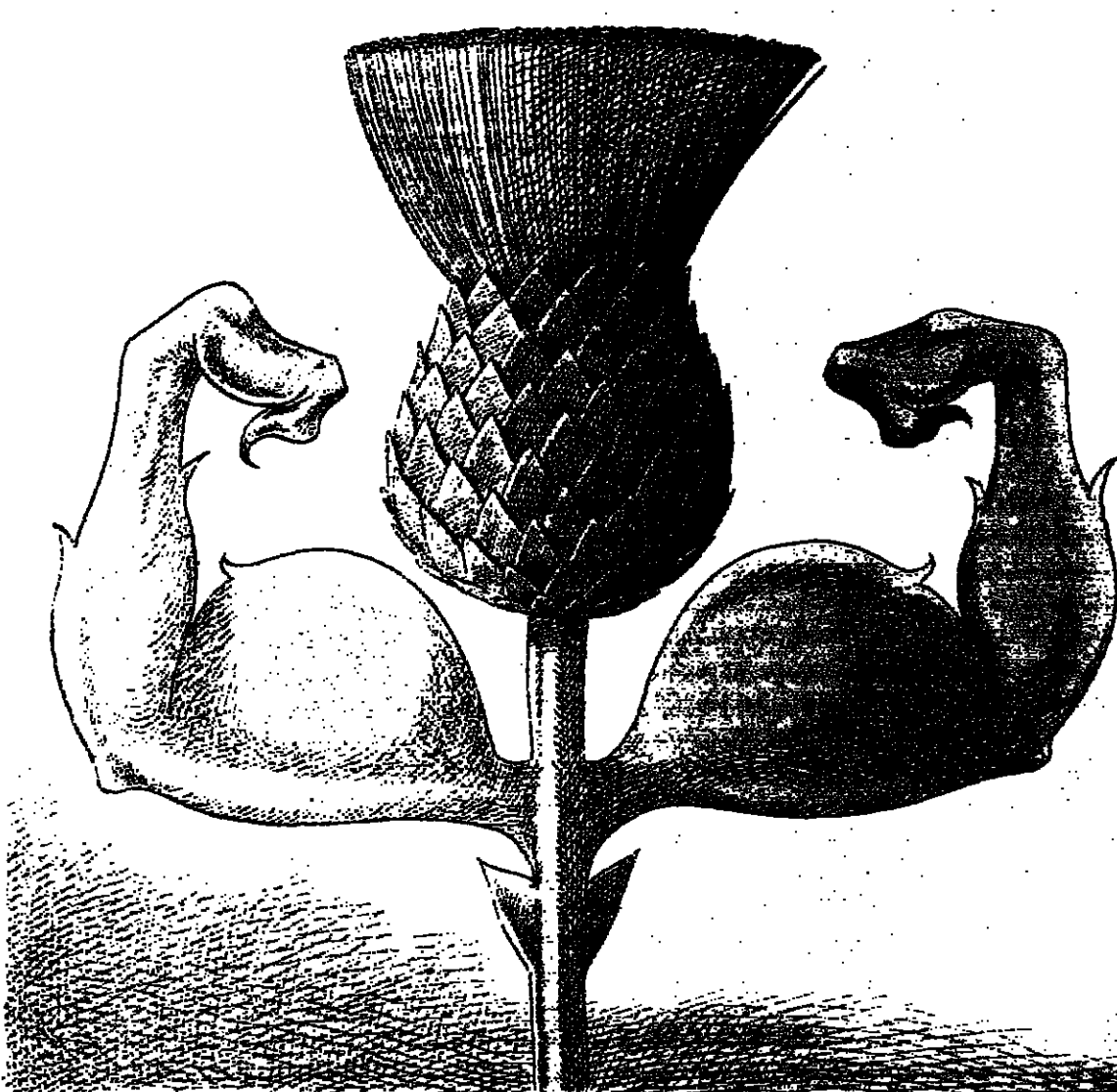
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FINANCIAL TIMES
 Perrier battle ends with something for everyone


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Frankfurt sees action in financial sector

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RECRUITMENT

JOBS: Lucy Kellaway on a communications course which has made strong men weep but merely left her blinking

To boldly go beyond perceived limitations

INSIDE each of us is a good communicator. No matter how shy, awkward, bumbling or autistic we are, we could become user-friendly managers with a little guidance and a bit of effort.

It is an attractive view, one that is being peddled by a new breed of consultants specialising in communications courses. Communication, they say, matters more than ever. In the old days, everyone was told what to do and expected to get on with it. But now that corporate hierarchies have been abandoned and workers empowered, it is essential that people get along with each other.

But do these courses work? Can we really emerge from them more personable and persuasive than when we went in?

To find out, I joined an intensive session designed for a female executive at BZW by Harley Young Associates, which specialises in corporate cultural development. HYA's communications course, run by ex-actor Philip Hynd, has attracted some startling testimonials. One manager, on returning to his office after the seminar, surprised the receptionist by remarking on the fine bunch of flowers on her desk. It was not just that he had learnt the art of small talk, he had never noticed the flowers before. Peter Horne of Apricot, for which HYA carried out a whole programme of cultural change, not only softened his manner but even shaved off his moustache.

Grown men, unused to confronting their emotions, had been known to break down

and weep during the HYA course. One manager felt that he had been peeled apart like an onion into different layers, and requested an extra day's training in order to be put back together again. The course literature promised to make us understand the effect we have on others, go beyond our perceived limitations, and to question our habitual reactions. It pledged to "unlock and direct human energy", translating it into achievement.

The first step was a questionnaire, sent out in advance, in which we had to rate our skills at such things as "being authentic", "being appropriate" and "building rapport", and then list the personal and professional cycles of behaviour patterns that we most wanted to change.

The training day, held at BZW's London office, started with each of us reading out the questionnaires.

"It is not clear what 'being authentic' means", I began. This was wrong. According to Hynd, our "facilitator", good communicators do not say things that are subjective as though they were objective truths. They always say "I think" or "I feel" unless stating a fact, and certainly never say "you" or "one", when they could say "I" or "me".

The BZW woman groaned at the video camera, which was stealthily recording as we spoke. Apparently, her reaction was

telling. The facilitator said it was typical of a deep insecurity inside us all. Even the most senior managers have a sense that they are not good enough, and to avoid being found out take on defensive patterns of behaviour. If these "work" they are repeated so often they become subconscious.

To break the mould, we were asked to dig into our earliest memories and recall times when we were reprimanded unfairly, and then re-experience how we felt about it. From these tales of classroom misdeeds, significant patterns started to emerge. We were told that the way people react to early traumas divides them into two camps: some deal with their own feelings of inadequacy by seeking approval, while others control their own emotions and the people around them.

It turned out that my formative experiences in the playground and at my mother's knee had made me a controlling person. The fact that fellow controllers are Robert Maxwell and Lady Thatcher did not make me feel any better about it. Control people have all the answers, never show their feelings, are dogmatic and arrogant, will not argue unless they can win, and withdraw rather than lose face. Approval seekers - a category shared by my coursemate as well as John Major and Richard Branson - turned out to be not

much better. The tell-tale signs are constant smiling, and an earnest, sycophantic manner. Approval seekers are pushovers, and may seem to be behaving in a kindly way but always have a hidden agenda.

The point of this exercise was to make us aware of the tricks we play, and thus give us the choice of whether to go on playing them. The problem is that if you do not (as I did not) accept the diagnosis, it is harder to change your ways. The facilitator seemed quite unmoved by my dissent; he said failure to recognise controlling tendencies was a classic characteristic of control people.

He then asked us to think of an event in the next week in which we would have behaved in our old ways, and then choose a different course of action that might run against the grain, but be more likely to get results. Then we had to choose each other as mentor to talk through the event both before and after.

More than a week has gone by. My BZW partner has not called on my help to get her through her meeting with a bully at which she planned to be more assertive. I have not called on her either. It is all very well letting your hair down during a course, but telephoning someone you don't know days later for their advice on how to behave is asking too much.

The next stage was about energy. We all

(control freaks and sycophants both) spend too much time suppressing our real feelings, and the act of suppressing is as strong and exhausting as the feeling itself.

So how do you channel unwanted feelings into wanted ones? The first step is easy: you breathe. We sat there taking deep breaths and trying to become more aware of how we were feeling then (which in my case was faintly irritated). A few large lungfuls of air, and I was feeling much the same.

The other techniques were not practical to sample then and there, but we were given the following useful tips.

- Spend more time with people who have lots of energy.
- Take a walk around the office.
- Tidy up.
- Tie up loose ends in both tasks and relationships.
- Break a habit, do something differently.
- Keep agreements; tell the truth.

When unexpressed feelings are trapped within us, the message is likely to reveal itself subconsciously through our bodies. We are likely to reveal our thoughts by the way we wiggle our feet even if the words coming out of our mouths are perfectly neutral.

To get acquainted with our own body language, each of us had to repeat phrases like "You are really covert in your com-

munication" and "Would you book me a ticket by credit card?" and then watch the result on video.

Our facilitator thought that my eye contact was a bit too much: I should blink more often. He said that my way of pulling my chin back and holding my head on one side seemed to be saying "You are stupid and you better sort it out".

These home truths would have been easier to dismiss were it not for the sensible nature of the advice he was giving to my course mate. Her habit of going into a fake cockney voice was much better discarded, as was her frequent raising of eyebrows.

We went over the same phrases again for the video's benefit, this time without our habitual gestures.

I could see that my course mate looked better eyebrows down. She assured me that my self-conscious blinks and thrusting chin were also an improvement. The problem was how to stay that way: once the training day was over it was all too easy to slip back.

If you go along to a communications course out of curiosity (as I did) or because your employer wishes it, you are likely to emerge unscathed. For the first day or two afterwards I blinked when I remembered to. I now do not even do that.

Rereading this article, I notice it is riddled with illicit use of the third person, but do not feel inclined to go back and alter it. Perhaps that is just what one would expect from a closet control person.

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Our client is a leading International Telecommunications organisation, providing vital information to most of the world's Airlines. They are currently seeking a finance specialist to assist the Director of their 20 strong Management Control Department based in Paris.

You will be responsible for the design and implementation of a range of management control systems that will promote the successful growth and diversification of this sophisticated business. This will entail economic and financial research and the production of detailed reports and presentations for the senior management team. Additionally you will oversee the production and analysis of management and company results.

This challenging position is one of considerable influence and will demand an in-depth knowledge of economics as well as at least 5 years' post graduate experience in a major Accountancy practice.

Proactive and ambitious you will be able to demonstrate an innovative approach to problem solving. A knowledge of French would be useful but is by no means essential. Some travel is envisaged for this position.

Our client offers an attractive salary and a generous benefits package that includes private health care and relocation package.

In the first instance, please write with full c.v., enclosing recent photograph, salary expectations and quoting REF FA100 to: Floyd Advertising Confidential Reply Service, 130 Buckingham Palace Road, London SW1W 9SA.

All replies will be sent unopened to our client, The Security Manager, with a covering letter stating any comparison to whom you do not wish your details sent.

FLOYD
ADVERTISING
CONFIDENTIAL
REPLY SERVICE

MARKET RESEARCH & ANALYSIS MANAGER

International business development for this UK market leader in insurance

Up to £35,000

Central London base

This organisation is the undoubted market leader in the UK healthcare/insurance sector. Building on its considerable reputation and expertise, it has developed a significant level of overseas business. There is, however, potential for yet further expansion internationally. Investigation of new business opportunities overseas always demands the support of high quality market research. The healthcare market, and the factors that influence it, are currently undergoing rapid change, and the appointee must develop and maintain a high level of information on the sector as a whole, on the insurance industry and on the various national health services and competition in target countries. Candidates must have solid experience in market research and analysis, preferably in a relevant sector, have the business acumen to understand the commercial implications of changes in the market and be able to contribute to the identification and assessment of potential business opportunities. Good communication skills are essential, together with an ability to read in at least one other European language. Please send full career details, quoting reference WE 3239 on both letter and envelope, to Judy Brasier, Ward Executive Limited, 4-6 George Street, Richmond-upon-Thames, Surrey TW9 1JY.

WARD EXECUTIVE
LIMITED
Executive Search & Selection

STRUCTURED FINANCE
£65,000 plus bonus

Utilising its global branch network, the structured finance division of a major Investment Banking Group, has successfully closed some of the most innovative European cross-border transactions. In order to facilitate further expansion, an additional Transaction is sought. Currently with a major bank or "package", applicants will have at least five years' relevant experience encompassing the origination and structuring of £10m+ facilities. Proven expertise of operating in an advisory capacity will be advantageous.

Additionally applications are sought from numerate graduates with first class computer modelling skills gained within asset, project or structured finance for several positions in premier banks and advisory firms.

If you are interested in the above or other positions within the large unit finance sector, and have relevant expertise, please contact Peter Haynes or Keith Snare. No information will be disclosed without applicants prior consent.

Jonathan Wren & Co. Ltd.,
Finance Recruitment Consultants,
No. 1 New Street, London EC2M 4TP
Tel: 071-623 1266 Fax: 071-626 5258

JONATHAN WREN LEASING

Corporate Finance/M&A
Up to £35,000

Outstanding opportunities exist for ambitious individuals with the flair and commitment to become an integral part of a rapidly changing environment.

A number of premier UK Merchant Banks require several high calibre strategy consultants, MBA graduates and newly qualified ACAs (first time passers) for their expanding corporate finance teams.

The successful candidates will:

- Have excellent academics (2:1 minimum)
- Be aged between 24-28 years old
- Demonstrate initiative and commercial acumen
- Have the desire to progress in a meritocracy.

If you meet their criteria, our clients can offer you unparalleled career opportunities.

Risk Management/Equity Derivatives
£24-40,000 + Benefits

This energetic derivatives group continues to expand to meet growing business demands. As a team, they manage risk exposure, create and present solutions to clients and provide strategic advice to traders.

As a potential candidate, you will have a quantitative background and be educated to degree level (minimum 2:1). At least 2 years financial sector experience is essential - preferably with exposure to derivative instruments including swaps, options and futures.

You will also possess commercial acumen, excellent written and interpersonal skills and be able to demonstrate the ability to think laterally in order to add value to this innovative team. Prospects are excellent for the right candidate.

Please contact Judith Harper or Pascale Boucher on (071) 583 0073 (day) or 0272 812836 (evenings and weekends) or write to Badenoach & Clark, 16-18 New Bridge Street, London EC4V 6AU. Fax No: 071 583 3968.

BADENOACH & CLARK
recruitment specialists

c. £50,000 +
banking benefits

Major Financial
Services Company

North of
England

Assistant Treasurer - Capital Markets

Challenging position in a profitable, growing and increasingly complex financial services organisation with a balance sheet in excess of £10bn. Excellent business and customer profile with a commitment to developing its treasury function to support measured growth in the UK and internationally. With direct responsibility for longer term wholesale funding, key tasks will be to broaden the sophistication of funding opportunities and to play a major role in the future direction of the treasury team.

- Manage and develop international banking relationships in respect of funding and standby facilities, currently c. £3bn. Full responsibility for identifying and negotiating facilities. Reporting to Group Treasurer.
- Appraise new products and market opportunities worldwide to identify the most efficient funding, satisfying a growing funding appetite.
- Potential to build a small, expert wholesale funding team in the medium term. Forge close relationships with the risk management team. Manage internal and external legal support.
- Ambitious graduate relationship banker or corporate treasury manager, 30-40, with broad knowledge of progressive funding techniques and instruments.
- Inquisitive and creative self starter with strong commercially-focused analytical skills. Sharp intellect and well-developed numeracy.
- Fluent communicator with ability to network and negotiate effectively, both internally and externally.

London 071 973 8484
Manchester 061 499 1700

Selector Europe
Spencer Stuart

Please reply with full details to:
Selector Europe, Ref. F0044123,
16 Cornmarket Place,
London EC3N 3BP

Global Custody Sales

Our client, the London Branch of a major US financial institution, is seeking to recruit a highly motivated sales professional to join its sales and marketing team. A recognised leader in the Global Custody marketplace, the company is looking to develop its client base in the UK and Europe.

Reporting to the Sales and Marketing Manager, the successful candidate will be given responsibility for new business development on a geographic or client basis. This position calls for outstanding communication and influencing skills together with the ability to interface with potential clients at all levels. In addition, candidates should have proven

track records within sales and will be able to demonstrate how this experience has enabled them to convert prospects into successful sales.

Candidates will be of graduate calibre and will be highly motivated, results orientated achievers. Whilst not essential, they will probably have gained their experience selling within or to the financial sector. Ideally, this expertise will have been gained in a securities related field.

This is an outstanding opportunity for the successful applicant to join a growing sales team. Compensation will reflect performance in this key sales position.

Interested candidates should write to George Corbett at BBM Associates Ltd (Consultants in Recruitment) enclosing a full Curriculum Vitae. All applications will be forwarded direct to our client for consideration. Please list in your covering letter any organisations to which you would not wish your CV to be sent.

76, Watling Street, London EC4M 9BJ

BBM
ASSOCIATES

Fax: 071-248 2814

SWISS SPECIALIST SALESMAN

Our client is a European Investment Bank and a leading name in equity securities, both in terms of its distribution strengths and the quality of its research.

As a result of continued growth they are now looking to recruit a Swiss Equities Specialist to join their existing research and general sales team.

Reporting to the Head of European Sales, the successful candidate will work with the European research team. He/she is likely to have an analytical background, good knowledge and practical experience of the Swiss equity market and a successful track record of advising Anglo Saxon investors. Foreign languages, especially German or French would be an asset, but are not a requirement. The position will be London based, but there may be scope for subsequent relocation.

For further information please contact Tana Akson on 071-623 1266

Jonathan Wren & Co. Limited, Financial Recruitment Consultants
No. 1 New Street, London EC2M 4TP Telephone 071-623 1266 Facsimile 071-626 5259

JONATHAN WREN EXECUTIVE

Specialist in Banking Recruitment

Wir sind eine der führenden deutschen Kreditinstitute und an allen internationalen Börsenplätzen vertreten. Der elektronisch gestützte Handel im Aktiengeschäft mit Kassa- und Terminprodukten, sowohl an den Börsen gehandelt, wie auch OTC, gewinnt zunehmende Bedeutung. Zur Leitung unseres dynamischen Teams im elektronischen/OTC Aktienhandel suchen wir einen erfahrenen, hochmotivierten

Abteilungsleiter

Screen- und OTC Trading
für Aktienprodukte

Ihre Aufgaben bestehen darin, Kassa- und Terminprodukte zu handeln, zwischen den Teilnehmern zu arbitrieren, Produktstrategien und Problemlösungen für Kunden zu entwickeln und die Steuerung der Risikoposition in Aktienprodukten zu übernehmen.

Wir erwarten neben einem abgeschlossenen Studium und einer soliden, mehrjährigen Berufserfahrung sowohl im Kassa- als auch im Terminbereich mathematische Grundlagen und fundierte EDV Kenntnisse. Moderne Kapitalmarkttheorien sind Ihnen bekannt. Führungsverantwortung und ein hohes Maß an Kreativität kennzeichnen Sie aus.

Wir bieten Ihnen eine Aufgabe, die hohe Ansprüche an Ihre fachlichen Fähigkeiten und Ihre Führungskompetenz stellt. Neben einer leistungsgerechten Dotierung, die am Gesamtergebnis der Abteilung orientiert ist, sind exzellente Entwicklungsmöglichkeiten innerhalb des Bankkonzerns gegeben.

Sie fühlen sich angesprochen ?

Dann rufen Sie Herrn Dr. Rolf Behrens oder Herrn Holger Elsner von Banking Consult GmbH, Lindenstraße 11, 61231 Bad Nauheim, Tel.: 06032-4041 an, die Ihnen gerne weitere Informationen geben. Selbstverständlich können Sie auch Ihre kompletten Bewerbungsunterlagen direkt an die von uns beauftragte Beratungsgesellschaft schicken. Absolute Diskretion ist selbstverständlich.

BANKING CONSULT
GmbHFUND MANAGEMENT –
UK EQUITIES

Broaden your investment experience in a small portfolio management team within a blue-chip organisation.

The company, part of a well-known group owned by some of the UK's most prestigious institutions, is responsible for the management of a variety of portfolios, many of which are invested in smaller companies.

In this position, you will be responsible for managing the UK equity portion of the group's in-house pension fund and for assisting in the management of an investment trust portfolio. As part of a small team, you will make an active contribution to investment strategy.

To be a candidate, you must have three to five years' experience in UK equity research

and some exposure to fund management. You will require strong communication skills in order to make effective presentations to senior management and pension fund trustees.

The company offers a competitive salary and benefits package including car, mortgage subsidy and bonus.

To apply, in strict confidence, please write to: Tony Tucker, John Sears and Associates, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP. Tel: 071-222 7733. Fax: 071-222 3445.

John Sears and Associates

Executive Search & Selection in Investment Management

A MEMBER OF THE SMCL GROUP

Fixed Income Manager/Analyst

Excellent Salary & Benefits

Our Client is one of the leading Investment Management Houses in the City, with around £3.5bn fixed interest in funds under management.

The department is looking to strengthen its existing team by building up its research capabilities. The individual they are seeking will be specifically responsible for the areas of performance analysis and product development. In addition, they will also be managing Client's funds on a day to day basis.

The successful candidate should be mid 20's to early 30's with a maths or economics background, possess a significant knowledge on the Bond and Currency markets and is seeking the opportunity of managing money as well as being an analyst.

For a confidential discussion please contact Patrick Morrissey or Nigel Haworth on Tel: 071-236 2400, Fax: 071-236 0316 or in writing to Sheffield-Haworth Ltd, Price Rupert House, 64 Queen Street, London EC4R 1AD.

SHEFFIELD-HAWORTH
Consultants in Search and Selection

Assistant Manager ~ Financial Compliance

£35,000-£50,000 PACKAGE

CITY

Our client is one of the world's leading banking organisations and is committed to the continued development and expansion of its operations. As a result they have identified the need to appoint an Assistant Manager within their Group Chief Accountant's Department. This is a key role within a high calibre team and carries with it a significant degree of responsibility.

Major activities within this role will include:

- assisting the Head of Financial Compliance with capital adequacy reporting and various projects in the form of special requests from the Bank of England;
- preparing consolidated Cross Border, Foreign Exchange Exposure and Large Exposures returns in line with Bank of England guidelines;
- and
- providing guidance to Group entities and other areas within the organisation in the application of underlying regulatory guidelines.

Aged in his or her late twenties to early thirties, the ideal candidate will be a qualified accountant with good knowledge of capital adequacy issues and

consolidation accounting. This will be coupled with a knowledge of Bank of England returns and, ideally, US Federal Reserve and US Securities and Exchange Commission guidelines.

The role will demand highly developed communication skills, analytical reasoning, decisiveness and commercial awareness. Diplomacy and the ability to perform under pressure will also be essential requirements. Proficiency in the use of PCs and spreadsheets are prerequisites.

Remuneration will include a basic salary commensurate with experience, mortgage subsidy, company car, pension and private health scheme, bonus and 30 days holiday entitlement. Additionally, prospects for further career development are excellent.

For further information please contact Charles Simeon on 071 404 3155 or write, enclosing brief details, to the address below. All enquiries will, of course, be treated in the strictest confidence.

Alderwick Peachell

- PARTNERS LTD

Alderwick Peachell & Partners Limited, Recruitment Consultants, 125 High Holborn, London WC1V 6QA. Tel: 071-404 3155. Fax: 071-404 0140.

STRATEGIST/ RISK TAKER



HSBC Asset Management

London

Competitive Salary and Benefits

HSBC Asset Management is the international investment management business of the HSBC Group, one of the world's largest banking organisations. With global funds under management in excess of US\$26 billion, we offer a full spectrum of investment products for institutional and retail clients in all major financial centres.

The company now seeks a high quality individual for this exciting new global role. Responsibilities include: formulating foreign exchange projections, technical model development (with quant support); and active management of existing substantial TAA mandates.

The successful candidate will have several years' Money Centre Bank FX experience, particularly as a profitable proprietary positioner, who has the vision necessary to build this key growth element of our business.

The post will be based in the London office, but there will be opportunities to visit the overseas offices in the asset management group.

To the right candidate we offer an excellent salary and full range of benefits.

Please respond in writing to Bryce McDonnell, James Capel Fund Managers Limited, 7 Devonshire Square, London EC2M 4HU, or call him in Hong Kong on 010-852-847-9007.

member HSBC group

Bank of Ireland
Group Treasury

Bank of Ireland is the leading provider of treasury services in Ireland. Due to continued expansion we have vacancies for individuals with initiative who will contribute to our reputation for innovation, professionalism and customer service. Positions are available in Dublin and London for individuals with the appropriate qualifications.

CURRENCY OPTIONS DEALERS (DUBLIN)

A minimum of three years experience working closely with corporate units to formulate innovative strategies to meet customer requirements. The ability to trade volatility on a proprietary basis is essential. Experience in interest rate options, while not a prerequisite, would be beneficial. Candidates must have a proven track record and the ability to keep pace with market developments.

FX DEALERS

A minimum of two years experience which will have been obtained in an active trading operation. Emphasis will be on Dollar/DEM and cross currency trading in European currencies. Candidates must be strongly motivated and innovative, with a broad perspective on markets.

TRAINEE DEALERS

Candidates must have spent a minimum of one year in an active trading operation. Positions exist in both currency and interest rate product areas encompassing both on and off balance sheet activities. Intensive training will be provided with a view to rapid progression for the successful individuals.

We offer career progression together with a performance related compensation package. Interested candidates should write enclosing a detailed curriculum vitae by Friday 19th November 1993 to:

Mr. F. J. Healy,
Head of Personnel,
Bank of Ireland Group Treasury,
La Touche House,
1 F.S.C.,
Custom House Docks,
Dublin 1.

OPPORTUNITIES IN PRIVATE CLIENT ASSET MANAGEMENT

BWD Rensburg Limited, a member of the BWD Securities PLC Group, is a leading regional Stockbroker. The firm has around 300 employees with offices in Belfast, Birmingham, Bradford, Glasgow, Huddersfield, Leeds, Liverpool, Manchester, Rotherham and Sheffield.

We are seeking to strengthen our teams and have the following opportunities:-

PRIVATE CLIENT STOCKBROKING AND FINANCIAL PLANNING SERVICES

Applications are invited from experienced professionals with proven track records in either financial planning or stockbroking, to join our teams in various offices and contribute to the continuing development and success of the business.

RESEARCH ANALYST

An opportunity exists for an individual to join the Research Team in Liverpool. Applicants should have at least 5 years experience in company/industry analysis, probably gained in either Fund Management or Research. Numeracy/literacy and excellent communication skills will be a prerequisite as the role will involve substantial liaison between our offices.

Please apply in writing with full C.V. and details of current remuneration package to: - Jane Batson, Personnel Executive, BWD Rensburg Limited, Woodsome House, Woodsome Park, Fenay Bridge, Huddersfield HD 8 0JG

BWD
RENSBURG

BWD Rensburg Limited
Member of the London Stock Exchange
Member of the Securities and Futures Authority

Global Custody

Experienced Operations Managers

Our client is a leading Global Custodian. The company's success has been built upon its commitment to providing outstanding customer service, recruiting and developing the highest calibre staff and investing in the technology essential to remaining at the forefront of this competitive industry.

The client now seeks to recruit two Operations Managers who will play key roles in positioning the business for the future. These managers should combine technical knowledge with the ability to initiate and manage change. Additionally, they must possess outstanding people management skills and a genuine interest in developing staff on an individual and team basis.

Investment Manager Liaison

The successful candidate will have a dual focus. Firstly, to manage a team which services the needs of investment managers on a day-to-day basis. Secondly, and equally important, to manage the Bank's relationships with the investment management community. Consequently, candidates must offer proven track records in managing operations teams and must possess outstanding interpersonal and communication skills.

Candidates for both positions should be of graduate calibre with current securities industry knowledge. They should be accustomed to working in a technology driven environment and should be able to demonstrate their ability to deliver high quality customer service. In return, the organisation will offer competitive compensation packages and excellent career prospects.

Interested candidates should write to Sue Mammé at BBM Associates Ltd (Consultants in Recruitment) enclosing a full Curriculum Vitae. All applications will be forwarded direct to our client for consideration. Please list in your covering letter any organisations to which you would not wish your CV to be sent.

76, Watling Street, London EC4M 9BJ

BBM
ASSOCIATES

Fax: 071-248 2814

Operations Manager

This is an excellent opportunity for an ambitious operations specialist to manage a team with diverse processing functions. It is a high profile position within the operations division and the successful candidate will require the analytical and creative skills to review processes and to formulate and implement operational changes.

Senior Investment Officer

£22,500

Manchester

The Royal Bank of Scotland is one of the UK's most prestigious and progressive financial services groups.

We now need an experienced investment professional to be responsible for reviewing trust portfolios at our Manchester Office. Amongst the 900 portfolios, a considerable number are of high value and include executorships, private trusts and settlements, charitable trusts and a clutch of small, self-administered pension schemes.

Additionally, your work will involve supervising and advising staff on investments matters and as part of a small team, you will help formulate the Trustee Division's investment policy. There will be considerable contact with stockbrokers to maintain valuable working relations.

You will need a professional investment qualification, strong technical competence and a sound knowledge of the current investment and economic scene.

In return, we're offering an attractive salary plus all the benefits associated with a major banking group, including subsidised mortgage facilities, profit sharing, Christmas bonus, generous holidays and a non-contributory pension scheme.

Please apply in writing to: Charlotte Froudlow, Personnel Officer, Personnel Department, The Royal Bank of Scotland Plc, PO Box 356, 45 Mosley St, Manchester, M60 2BE.

Committed to Equal Opportunities



The Royal Bank of Scotland
WHERE PEOPLE MATTER

Bank Austria

CORPORATE FINANCE

Bank Austria is the leading bank in Austria, with assets in excess of \$50 billion, and it forms the core of the country's second largest industrial group. The Bank is AAA rated.

The London Branch is an innovative and rapidly expanding corporate finance business. We are looking for a commercially-minded professional to join the team to specialise in equity investment, and structured finance both in the UK and Continental Europe.

The key qualities required will include the ability to quickly assimilate investment concepts, to produce concise analytical reports, and to thrive in an open and multidisciplinary environment where client service is paramount, and individual initiative is encouraged.

You will probably have an ACA, a liking for project finance, and proven expertise in capital structuring. Knowledge of German would be useful but not essential.

If you have the motivation to succeed in an unpredictable and pressurised business, please send your C.V. for the attention of the Personnel Manager to:

Bank Austria A.G.
Bank Austria House
32-36 City Road
London EC1Y 2BD

FINANCIAL TIMES/LES ECHOS

Paris Based

EUROPEAN INSTITUTIONAL SALES REPRESENTATIVE

THE COMPANY

- Subsidiary of a large European financial institution, and a high quality American investment management firm. Parents manage a total of over US\$75 billion.
- Full investment management product line.
- Marketing and management of global investment services for institutions and high net worth individuals.

THE POSITION

- Senior marketing position. Direct responsibility for development of institutional investment management mandates. Support provided by a strong and long established European network.
- Job responsibilities include both marketing and client maintenance and communication.

QUALIFICATIONS

- Ten years business experience.
- Prior proven record of financial services marketing success.
- Candidates should have knowledge of major European institutional investors and business practices.
- Sales skills in English. French or other European languages desirable.
- Investment management experience desirable.

COMPENSATION

- Highly attractive and open ended incentive compensation package.

Please forward letter, in confidence, with supporting statements of past successes, resume and compensation history to Box B1900 Financial Times, One Southwark Bridge, London SE1 9HL. If there are companies you do not wish your application to be sent to, please mention it on the cover letter to the Financial Times.

Opportunities abroad

Project funded under the British Government's Know How Fund for Eastern and Central Europe.

Ukraine (Kiev)

Russian or Ukrainian speaking experts in various aspects of economic policy, financial systems and banking.

Duties: to advise and assist key ministries and departments in the Ukrainian Government (eg. Finance, Economics, State Property Fund, Anti-Monopoly Committee) in introducing economic and systemic reforms, and to strengthen the capacity of these institutions to deliver change.

Qualifications: EC citizenship; Russian or Ukrainian speaker; recent experience in a regulatory body or bank at Senior Management level, or in a research institution, with responsibility for economic policy.

Salary: £24,469 to £49,221, depending on qualifications and experience. Tax free depending on circumstances.

Benefits: free accommodation; fares and baggage allowance; medical cover; and superannuation compensation allowance of 16.78% of salary.

Contract: one year from January 1994.

Closing date for applications: 30th November 1993.

Applications welcomed from candidates on or considering secondment.

The British Council is committed to a policy of equal opportunities.

Requests for further details and application forms, quoting reference 93/571-43 and enclosing A4 s.a.e. (38p), to: Overseas Appointments Services, The British Council, Medlock Street, Manchester M15 4AA.

Telephone: 061-967 7383. Fax: 061-967 7397.

 **The British Council**
ODA

Equity Research Opportunities

RESEARCH ANALYSTS

Salomon Brothers' continued expansion in Hong Kong has created the need for several experienced Equity Research Analysts. Successful applicants will be responsible for sectoral coverage of the equity markets in Asia, outside Japan.

Requirements:

- A minimum of three years relevant experience in the industry.
- A post-graduate degree, preferably with a CFA designation.
- Excellent written and verbal communication skills.
- Strong quantitative grounding.
- Computer literate (including Excel and other advanced PC applications).

An attractive remuneration and benefits package, including relocation expenses, will be offered to the right candidates.

Applicants with proven experience, a drive for hard work, and the desire to contribute to an expanding research effort are encouraged to forward resumes to:

Salomon Brothers Hong Kong Limited
Human Resources Department
21/F, Three Exchange Square
Hong Kong

Salomon Brothers

WISE SPEKE



A Member Firm of the London Stock Exchange and of The Securities and Future Authority

For ninety years, Wise Speke has built a strong reputation for its personal, efficient and dedicated service to Private Clients which it now provides from offices in Newcastle, Leeds, Middlesbrough, Manchester and London.

We are looking to attract suitably qualified individuals to help develop our Private Client services.

Candidates should be able to demonstrate a sound track record as successful Private Client Stockbrokers with the ability to expand an existing client base within a team environment.

If you are interested in joining a successful and growing company, please send a detailed curriculum vitae to the Director of Operations at:

WISE SPEKE LIMITED
Commercial Union House
39 Pilgrim Street
Newcastle Upon Tyne, NE1 6RQ

INVESTMENT
ANALYST/MANAGER

London

Excellent Package

Rapidly growing independently-owned global equity investment house based in the US with funds under management of approximately \$5bn is expanding its locally based coverage of UK and European stocks. There is a requirement for an analyst/manager to join the London office to take responsibility for UK and some European specialist stock selection.

Educated to degree level, numerate, literate and articulate, candidates will have at least five years' relevant experience. Aged in their late 20s to early 30s, they should be able to demonstrate a successful track record in stock selection, based on a rigorous, analytical approach. The ability to work as a key member of a closely knit team is essential. Fluency in German is desirable.

Apart from a competitive base salary the compensation package will include an attractive range of fringe benefits.

Please send your cv and a covering letter quoting ref. S1011 to:

SC
SELECTION

11 Little College Street, London SW1P 3SH

QUANTITATIVE ANALYST

City

Investment Management

Competitive Package

Our client, a leading US global asset management company, is seeking to recruit an additional member for its small and highly successful Investment Technology team. Established in 1988, the team has been involved in the development of a sophisticated quantitative product for managing currency exposure.

The new recruit will work closely with a quantitative currency Portfolio Manager, assisting with the implementation of investment decisions and contributing to the research and development of new and existing products for the group's international investment funds. A genuine commitment to the long-term success and growth of the group will be rewarded with increased responsibility and promotion to full Portfolio Manager status.

Candidates will be numerate graduates, with a minimum of three years' quantitative experience in an investment management house and a sound understanding of investment products. In addition to possessing computer programming and analytical skills, candidates must be able to demonstrate creative thinking and flexibility, whilst maintaining a mature approach to investment decisions.

Interested candidates should send full curriculum vitae, including details of current salary, to Carol Jardine, Managing Director, Whitney Selection, 17 Buckingham Gate, London SW1E 6LB, quoting reference number WS/25/1.

WHITNEY
SELECTION

Waters Lunniss is the highly profitable stockbroking arm of Norwich and Peterborough Building Society. Backed by the substantial resources of one of East Anglia's leading financial institutions, the company's rate of growth has been dramatic during recent years. This expansion has involved the opening of new branches, the securing of high quality sources of new business and the introduction of innovative services.

BROKERLINE MANAGER - Norwich

Waters Lunniss Brokerline is one of the UK's most competitively priced telephone shared dealing services. It has enjoyed phenomenal growth during the past year. There are many opportunities to further promote the service and this new position has been created to pursue an active marketing strategy as well as to maintain a high level of customer service.

The successful candidate is likely to have experience of either retail stockbroking or financial services marketing.

SHARE CENTRE MANAGER - Nottingham

As part of the continuing expansion of our branch network, this new Share Centre will be opened at the beginning of 1994. The role will involve business development, backed by our wide range of services including highly competitive commission charges, PEP's and a unique Instant Settlement Service.

You will be qualified to at least SFA Registered Representative status having gained thorough experience of dealing with private investors. The ability to bring existing clients is desirable, whilst a smart appearance and an outgoing, enthusiastic personality are essential.

Both positions offer a competitive salary and excellent career prospects.

Please apply in writing, with full C.V. and current salary details, to:

Richard Lamer, Managing Director,
Waters Lunniss and Company Ltd,
2 Redwell Street, Norwich, NR2 4SN.



WATERS LUNNISS

A member of the Norwich and Peterborough Group
A member of The London Stock Exchange and SFA

Chief Economic
Adviser CBI

On the departure of Andrew Sentance to a senior post at the London Business School the CBI will appoint a Chief Economic Adviser (CEA). The post holder will be responsible to the Director General for all aspects of the CBI's economic work: its surveys of business opinions, advice to Government and publications and conference programmes. The CEA will also manage the Economics and Tax Department and will be expected to represent the CBI publicly in many national and European fora.

Salary will be appropriate to a post of this importance.

Applications should be forwarded, enclosing a comprehensive cv, to the Personnel Director, Confederation of British Industry, Centre Point, 103 New Oxford Street, London WC1A 1DY. Please quote reference ECL.

Compliance Manager Global Securities House

City

£ Excellent Financial Sector Package

Our client is a leading Global Securities House with an impressive client base which includes institutional investors, major corporations, governments and their agencies. They are involved in a broad range of activities including the origination, sales and trading of Fixed Income, Equity, Derivative and Treasury products; M&A, Corporate Finance and Asset Management. They seek to make a new appointment of a Compliance Manager to the existing team.

The Compliance department is an integral part of the business. The new appointee will be expected to manage and provide an advisory, monitoring and liaison service to business areas. The role also includes maintenance of close links with the regulatory bodies, research and investigatory work on technical issues, ongoing surveillance of the business and providing support to the head of the department.

Applicants should be of graduate calibre preferably with a professional qualification such as the Securities Institute Diploma. They should have significant compliance experience particularly with a good working knowledge of SFA and Stock Exchange rules and regulations. Experience of IMRO rules would be an advantage.

Most important, however, are personal qualities including confidence, diplomacy, presence and initiative. First rate written and oral communication and presentation skills are essential as is the ability to work under pressure.

Interested applicants should contact Anna Williams on 071 831 2000 or write to her at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH or fax a copy of your curriculum vitae on 071 405 9649.



Michael Page City

International Recruitment Consultants
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Setting Standards for Investor Protection

The Investor Protection Policy Department within the Securities and Investments Board (SIB) is responsible for the development of standards of investor protection in both wholesale and retail markets, and for SIB policy on the Investors Compensation Scheme.

Two managerial roles have arisen within the department. In both positions the successful candidates will be involved in discussions inside and outside SIB; preparation of policy papers; formulation of statements of standards; evaluation of SRO/RTB policies etc.

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Candidates are likely to be educated to degree standard and may have a professional qualification. They could come from a variety of backgrounds (commercial or regulatory), which have provided City experience or involvement. Experience in formulating policy or strategy would be useful.

Applicants must have a good grasp of the FSA framework, combined with a knowledge of investment business, particularly in capital markets. Equally important, however, are negotiation skills, diplomacy, common sense, authority and the ability to master new briefs quickly.

Interested applicants should in the first instance contact Anna Williams to request an information pack at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH. Telephone 071 831 2000.



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Applications in writing to Gertrude Nelson, Ref. 041011, DMB&B Financial, 5 Charles II Street, London SW1Y 4AA.

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Please list on a separate sheet any companies to which your details should not be sent.

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The successful candidate will join an organisation committed to delivering the highest quality custody and securities lending services for its expanding worldwide client base. The rewards include a competitive compensation package including an incentive bonus and full banking benefits.

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FT/0943

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Personnel Manager,
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P F M

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The Fellows of Lady Margaret Hall propose to elect a successor to the present Principal of the College, Mr Duncan Stewart, who intends to retire in September 1995. Any suitably qualified person who wishes to apply, or would like to suggest the name of another person who might be considered, is invited to write in confidence to the Vice-Principal, Lady Margaret Hall, Oxford OX2 6QA, from whom Further Particulars may be obtained. The closing date for applications is Friday 10 December 1993. The College's choice will not necessarily be limited to those whose names come forward at this stage.

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Gerald Limited is a leading clearer of Futures and Options in London maintaining memberships on all major London exchanges. On LIFFE we are an important clearer of Locals, Institutions and Funds. As part of the expansion of our management team we require an individual to join our team in a senior administrative capacity taking administrative responsibility for our LIFFE business which is located at 62 Queen Street, close to the exchange.

As our primary objective is to provide an impeccable administrative service to our clients the individual should have a strong administrative background on LIFFE with a strong knowledge of all administrative aspects of a LIFFE operation and preferably a familiarity with dealing with Locals. The individual will be responsible for all our activities

at the office which will include full operational control, responsibility for all administrative aspects of client relationships including seat leases, customer accounting etc. The individual will have to work very closely with the individual responsible for our Floor Activity on LIFFE as well as our Senior Management and operations group at our Head Office which is located at the address below.

It is unlikely that an individual with less than five years experience on LIFFE would have sufficient experience, however, an individual with a very strong general operational background on another market may well be appropriate.

A very attractive compensation package is available with an excellent bonus/benefit plan.



All enquiries, which will be treated in the strictest confidence, should be addressed to and by telephone to:

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FINANCIAL TIMES
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ACCOUNTANCY COLUMN

VII

Frustration down the line for litigation reform

Andrew Jack reports that the campaign by firms to limit liability is in danger of running out of steam

PAPERS circulating behind the scenes among the UK's larger accountancy firms show that there has been considerable thinking on changes in the law to shield them from the effects of law suits. So far, there has been rather less of a result.

At issue is whether the firms should be protected from the risks they currently run of being made responsible for paying out legal damages in excess of their culpability in an audit following the financial collapse or failure of a company.

Against them stand parliamentary priorities perceived to be more important, intransigence, fears of jeopardising the public interest and a wall of unsympathetic investors, banks, and even accountancy firms.

The UK profession has lagged behind its counterparts overseas in its campaign, in spite of its long-standing and relatively prominent position among firms both damaged by legal settlements - such as over Ferranti and Johnson Matthey Bankers - and by potential claims, most voluminous in relation to the Bank of Credit and Commerce International.

Australia and the US have seen long-running efforts to bring about reforms, with sophisticated lobbies developed to appeal for changes in the law over several years.

The first public indications that the UK was at work came this spring. Ian Greer Associates, a political lobbying firm, launched a programme of interviews with politicians, companies and opinion formers to assess their views on the subject.

The largest eight accountancy firms have since commissioned Greer on a

longer-term contract to advise on reforms. Steering the developments are a trio of senior partners, from Arthur Andersen, Coopers & Lybrand and Price Waterhouse.

A detailed, confidential discussion document obtained by the FT which was prepared in late March this year and runs to nearly 20 pages, provides an insight into the firms' strategies. It has since been updated, but is believed to still take broadly the same line.

It cites despairingly from the Department of Trade and Industry-sponsored report on auditors' liability submitted in 1988; which was prepared by Professor Andrew Lickierman - recently appointed as the government's chief accountancy adviser.

The paper notes that little of its advice has been implemented, and that its recommendations are, in any case, "somewhat more muted than one would have wished".

It stresses that the potential damages facing accountants have escalated considerably since and argues that the current system is unjust, jeopardising the range of services now provided, and risks larger firms shedding "high risk" companies. It argues such a move would be against the public interest, no doubt much to the chagrin of smaller firms which might inherit these audits.

It also hints that without reform auditors might refuse to honour their commitments in the recommendations of the Cadbury committee report on the financial aspects of corporate governance, notably in verifying statements on whether a company is a going concern and in ensuring that

descriptions of internal controls are accurate.

The paper suggests five options:

● Incorporation of accountancy firms so they would conduct audit business as companies with limited liability.

● The introduction by law of a statutory cap on liability, as already exists in Germany at DM500,000.

● Reforming the law on joint and several liability, to make damages proportionate to blame rather than the current system where a defendant can be made to pay all an award.

● Compulsory insurance for directors and officers of companies, to ensure that these individuals have assets worth pursuing through litigation, rather than accountants being the sole target for redress because they have "deep pockets".

● Amending section 310 of the 1985 Companies Act (as the Lickierman report suggests) to permit auditors to limit their liability by contract.

It goes on to dismiss the first three options. Incorporation, it argues, would still leave those involved in an audit vulnerable to personal liability in negligence cases and does not fully address the problem.

A statutory cap would be most appealing, by giving certainty to the level of potential liabilities as a result of litigation. But it argues that such reform has twice foundered in Australia, and that there are "real difficulties" in convincing governments that capping legislation is necessary and equitable.

Reforming joint and several liability would require fundamental change on a principle which most parties con-

sider equitable, and hence could prejudice other more likely proposals for reform.

That leaves the provision of directors' and officers' insurance, which it endorses, and the amendment of the 1985 Companies Act. It suggests a minimum limit on liability in an audit contract of at least 10 times the audit fee, and not below £50,000 for a sole practitioner or £100,000 for other professionals.

These figures are believed to be merely initial and illustrative, and the firms claim to be willing to be very open to negotiation on limits. They have also stressed in private that they have no problems paying out heavily where they are found to be at fault.

But the campaigns for litigation reform seem to have been losing steam around the world. In Australia, proposals in New South Wales to introduce a cap on liability have foundered.

In the US, many businesses have supported the efforts of Cess, the coalition to eliminate abusive securities suits, which was spearheaded by the "big six" accounting firms. It hopes for a draft bill next year, though sentiment at public hearings held in the summer was not entirely favourable.

Similarly in the UK, the campaign also seems to have lost some of its steam. The great groundswell hoped for this year has been postponed. Deputations have returned empty-handed, though not without hope.

Over the summer, the senior partners of the larger firms met Mr Neil Hamilton, minister for corporate affairs at the Department of Trade and Industry, and received what they

considered to be a sympathetic hearing. Their representatives have since met officials several times.

On the other hand, as one senior Whitehall official put it: "There was a certain level of, shall we say, healthy scepticism about the proposals." They have been asked to come back with a stronger case which stresses how no group would be prejudiced by their proposals.

They have also agreed to provide further financial details on their case, by collating aggregate figures on the costs of insurance premiums, legal awards and other related expenses connected to litigation.

Above all, they still need to demonstrate how truly financially damaging litigation is proving, and to clarify their stance in cases where there genuinely has been poor audit work.

In the meantime, the firms plan to gather further support from industry for their proposals. They have drawn some comfort from a sympathetic statement calling for reform by the Confederation of British Industry.

They can also hope for responsiveness from a new committee created by the Institute of Chartered Accountants in England and Wales, which expects to debate proposals by early in the new year. But many smaller and medium-sized firms seem to view the debate as irrelevant.

They may approach government officials again during the spring, and aim to build support with a more public campaign over the summer. Even if things go extremely well, they are unlikely to be able to squeeze any proposals on to the legislative agenda as soon as next year.

QUALIFIED ACCOUNTANTS

Saudi Arabia

c. £30,000 pa Tax Free + Benefits

Positions exist for suitably qualified accountants to work in Saudi Arabia. The responsibilities of the positions fall into two areas as follows:

1. Management Accountants - Management Accounting, Budgeting, Computer System Development, Internal Audit.
2. Treasurer - Cash Management, Cash planning, Bank Liaison.

The successful applicants will ideally be under 40 years of age, computer literate and have experience gained in a healthcare environment. A working knowledge of Arabic would be a distinct advantage. Candidates should apply, enclosing a full CV, to:

Roger Coulson,
FTS, UME Limited
21 Manchester Square,
London W1M 5AP

This long established expansion orientated law firm has an enviable reputation for personal service, a thoroughly modern approach and for giving first class professional advice.

The continued development of the business warrants the appointment of a systems-oriented Partnership Accountant. Reporting to the partners, responsibilities include the maintenance of all financial records, the production of monthly management accounts, the preparation of annual partnership accounts and liaison with auditors, the operation of PAYE and VAT systems and the day to day management of a support team.

Candidates must be qualified accountants with a knowledge of Solicitors' Accounts Rules and a genuine interest in partnership life.

PARTNERSHIP ACCOUNTANT

KENT
£27,500

Please send a full CV, including a daytime telephone number, to: Stephen Williams, CEDAR International, 15 Bloomsbury Square, London WC1A 2LJ. Telephone: 071 831 8383



CS FIRST BOSTON

Development Opportunities in Eastern Europe

CS First Boston's unique structure has allowed it to develop a reputation as the leading force in global investment banking. This genuine spread of influence, with 32 offices in 22 countries, gives CS First Boston significant competitive advantages. The development of this international network and increasing cross-border activity has led to a natural extension of operations in the emerging markets of Eastern Europe. As part of this growth, two key financial administration positions have arisen.

Financial Controller - Prague

CS First Boston has an established presence in Prague, being a founder member of the Czech Stock Exchange. Current activities include equity and fixed income trading, investment banking and corporate advisory. The firm is also establishing a voucher fund to participate in the second privatisation wave.

A recently qualified accountant is required to take full responsibility for all aspects of the company's financial administration for the Czech operation. This is a "hands-on" position involving close liaison with the company's management both locally and in London. A Czech or Russian speaker is preferred. Ref: 22/1609.

In both cases the willingness to show initiative and to take on a broad range of responsibilities in a small office environment will be essential. The remuneration packages, which will be paid in US\$, will reflect the international nature of these appointments and will include relocation assistance amongst other benefits.

Interested applicants should send a full CV to Tim Murgrave at Morgan & Banks Plc, Brettenham House, Lancaster Place, London WC2N 2DZ quoting the relevant reference number, or if you prefer, call on 071-240 1040. Facsimile number 071-240 1052. All applications will be forwarded directly to CS First Boston.

Morgan & Banks
INTERNATIONAL

Head of Finance and Administration - Moscow

The small Moscow office is targeted for significant growth in 1994. This will concentrate on consolidating current M&A activity and the sourcing of Russian Debt and Equities.

To facilitate this development, a young, enthusiastic qualified accountant is required to manage the establishment of appropriate financial and administrative controls. A Russian speaker is preferred. Ref: 22/1610.

COUNTRY CONTROLLER

Moscow

Negotiable
Salary and
Very Good
Benefits

Cargill Inc is a multinational agricultural, industrial and Financial Corporation, operating in the highly competitive commodities manufacturing and trading markets. Cargill employs 66,000 people in 41 product groups in over 54 countries worldwide.

In support of its strategic expansion programme, Cargill is developing successful business operations throughout Eastern Europe. In Russia, Cargill is becoming one of the premier commodities groups, and an outstanding opportunity now exists for ambitious and commercially aware qualified experienced Accountants to participate in the continuing business development of the Russian Operations.

Fluent in Russian, candidates will be able to demonstrate



a sound understanding of Russian legal and statutory requirements, and must possess a good working knowledge of both Russian and Western accounting practices. A genuine ability to foster and develop professional relationships in both finance and other business areas is essential. Whilst relevant product knowledge would be desirable, candidates looking for a career move from the profession will also be considered.

Interested candidates should contact Jacqueline Long on (44) 71-387-5400 (evenings and weekends on (44) 81-876-5333). Alternatively write to her at FSS Europe, Drayton House, Gordon Street, London WC1H 0AN.



FSS EUROPE



FRANKLIN MINT

FINANCE DIRECTOR

Join a world leader where the bottom line is opportunity!

Franklin Mint is the world's leading direct-response marketing company. Our European operations encompass 13 countries.

Currently we have an outstanding position available for a qualified finance professional with 10-15 years' financial experience and the strong "hands-on" approach to management necessary to run our European finance operations based in London.

You will direct a staff of 25 in statutory and management accounting, budgeting, financial analysis, and cash management.

Multinational financial experience is required. You must be willing to get into the detail and will need the ability to look strategically at the business and integrate finance with the other key functions to maximise profitability.

Sound interpersonal skills are a must; and a background working for a European branch of a U.S.-owned company would be a definite plus.

For consideration, please send your CV with full salary history and daytime telephone number to:

The Human Resources Department,
Franklin Mint Limited, 138 Brompton Road, London SE2 2KX.

We are an equal opportunity employer.

FINANCIAL SPECIALIST - LONDON

Exp in syndication, bonds, forex, L.C.s, Accounts. Degree 35-40 yrs. £30 - £40K. Int. Construction Co. Apply to

CONTRACTS CONSULTANCY LIMITED
Tel: 081-871 2994
Fax: 081-871 9461

SUN SOURCE LIMITED

New Health Food Company requires

FINANCIAL CONTROLLER
EXETER c. £24,000 p.a.
Must be experienced in network sales and computer literate.
Please send C.V. to:
Maureen Pacey FCA,
130 Buckingham Palace Road,
London SW1W 9SA



CHALLENGING SENIOR MANAGEMENT OPPORTUNITY

DIRECTOR OF AUDIT

VALUE FOR MONEY AUDIT DIVISION
OFFICE OF THE COMPTROLLER AND AUDITOR GENERAL

This is a senior level position and the person appointed will be responsible for the strategy, direction and management of the newly-formed Value for Money Audit Division in the Office of the Comptroller and Auditor General.

The key responsibility of the position will be to advise on and implement, on an ongoing basis, a value for money (VFM) audit strategy which will deliver high quality and relevant reports in an economic and efficient manner. The person appointed will, in addition, be a member of the Management Committee of the Office.

The position is likely to be of interest to persons with management or consultancy experience at a senior level in either the private or public sector.

THE SUCCESSFUL CANDIDATE WILL:

- possess a proven record in business analyses and performance evaluation;
- have displayed a capacity to operate effectively at a senior level in an organisation;
- have a detailed understanding of current management and operating practices in the wider business environment and an appreciation of the Public Sector.

The appointment will be on a five year contract basis and it is expected that the appointee will take up duty in early January 1994.

SALARY: Ir £44,882

CLOSING DATE: 26 November, 1993

CIVIL SERVICE COMMISSION

Application forms and details from:

The Secretary, Civil Service Commission, 1 Lower Grand Canal Street, Dublin 2.
Telephone: (01) 6615611

THE COMMISSION IS COMMITTED TO A POLICY OF EQUAL OPPORTUNITY

Head of Taxation Bass

c. £80,000 + Executive Benefits

Bass PLC has revenues in excess of £4 billion generated from its international brewing, leisure and hotel operations. Through organic and acquisitive growth, the group has achieved leading market positions in its principal businesses. Bass recognises the critical future importance of its taxation policies as the group expands, and is seeking an individual with international expertise to manage the tax professionals working at the corporate centre and to co-ordinate with those in the divisions.

The Head of Taxation will be responsible for developing UK and overseas tax policies, gaining acceptance of them and ensuring they are achieved. A key requirement is to establish strong communication lines with all divisional finance teams and to develop the central team in support of them. This is essentially a "shirt-sleeves" role demanding the ability to operate effectively at

both strategic and detailed levels, reporting on the tax issues to top management.

The successful candidate will probably be aged 35-45 and will have displayed a high level of responsibility, maturity and personal initiative in higher career to date. Ideally, he/she will have performed a similar role within commerce with broad exposure to UK, USA and other international tax issues, and with significant team-management experience. Leadership and communications skills are critical selection criteria for this position.

For further details on this exceptional opportunity, please contact Chris Nelson on 071 831 2000 (evenings and weekends on 081 785 6191) or write to him, enclosing a comprehensive CV, at Michael Page Finance, 39-41 Parker Street, London WC2B 5LH. Strict confidentiality is of course assured.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

European Financial Controller

Thames Valley

c £45,000 + Car

Our client is a rapidly expanding, multi-site European subsidiary of a market leading US Corporation. Engaged in the design and development of specialist software for international niche markets, the company has built a strong customer portfolio through technological innovation and outstanding service.

Working closely with the Managing Director responsibilities will include the analysis and interpretation of management, financial and corporate reporting with particular emphasis on contributing to the profitable growth of the business. Key issues will be building strong working relationships with banks and other financial services providers and the progressive

development of pan European computerised information systems as a basis for day to day control and medium/long term planning.

Candidates, aged 30-36, will be graduate, qualified accountants with an impressive record of success gained in a fast moving, service driven, international environment. Excellent managerial and communication skills, high levels of drive and a practical, hands-on approach to business problem solving will be essential.

Interested applicants should forward a comprehensive CV, quoting ref 165000, to Mark Hurley ACMA,

Executive Division, Michael Page Finance, 39-41 Parker Street, London WC2B 5LH.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Chief Accountant

Cotswolds

c £34,000 + Car + Benefits

Our client is a world class leader in aerospace electronics with an enviable record of out-performing its competitors under adverse market conditions. The success over the years has been attributable to a number of factors including the development and marketing of a significant number of unique products. The Group has an explicit commitment to invest in advanced manufacturing techniques and research and development, and is well positioned to exploit the opportunities of the 1990's and beyond.

Following a recent restructuring a new position of Chief Accountant has been created. Reporting to the Financial Controller key responsibilities will include:

- Control of all areas of financial and management reporting
- Compilation of budgets, forecasts and long term plans
- Implementation and development of management information systems
- Assisting in the formulation of strategy and policy making

- Management and development of a high profile team of accountants
- Commercial liaison across all functions and at all levels within the business

Successful candidates will be qualified accountants, aged 28-35 with operational experience acquired within a total quality manufacturing/engineering environment. Knowledge of MRP2 and advanced costing techniques would be advantageous. In addition, strong communication skills and demonstrated commercial acumen are important prerequisites. In return the Group offer an attractive package including relocation assistance if required. Considerable opportunities for career development exist within the Group.

For further information please write including a comprehensive CV showing current salary and benefits to Joe Graham BA CA or Paul Toner at Michael Page Finance, 29 St. Augustine's Parade, Bristol BS1 4UL and quoting reference number 154211.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Coopers
& Lybrand

MIDLANDS
TO £55,000 PLUS EXCELLENT BENEFITS

Group Financial Controller

This large Plc has shown great resilience during the recession and on-going strategic planning decisions should ensure that the future will show further progress despite the difficulties of the UK and World economies. Considerable emphasis has been placed on ensuring that the Group's major trading companies are truly low cost producers in their fields of operation.

The position of Group Financial Controller now becomes vacant as a result of internal reorganisation, the position being fully recognised as one of the key roles within the Group. Emphasis in the position will centre around the maintenance of high standards of control over the form and content of the management and statutory accounts, together with the budgeting process. You will then have responsibility for identifying that appropriate measures are taken to address areas needing corrective action. In addition, you will help control the financial integration of acquisitions and the necessary financial arrangements relating to disposals.

Executive
Resourcing

As an individual you will be a graduate member of one of the major accounting bodies with the ability to address complex financial and accounting issues and deliver solutions and results within strict time scales. You should have the courage of your convictions and possess the high standard of communication skills necessary to convey your message to senior colleagues. The position will demand very strong technical accounting skills together with hands-on operating experience. A working knowledge of a European language and competent computer skills are necessary.

This is a high profile appointment which offers attractive opportunities in a progressive group.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to John Elliott, Coopers & Lybrand Executive Resourcing Limited, 76 Shoe Lane, London EC4A 3UB, quoting reference JE258 on both envelope and letter.



FINANCIAL MARKETS SPECIALISTS

KEY CAREER MOVES INTO THE CITY

CHALLENGING OPPORTUNITY- STRUCTURED FINANCE

An exceptional opportunity exists for a high calibre ACA to join the structured finance division of a leading merchant bank. You will deal with the specialist areas of tax based and off balance sheet finance and limited recourse lending for a variety of blue-chip clients.

Whilst full training will be provided, various skills and personal qualities are essential:

- An above average intellect and level of numeracy, illustrated by first class academic qualifications and 1st time passes from a top six firm.
- A creative mind able to contribute new ideas and look at figures in an innovative and original way.
- A high level of self-confidence, maturity and motivation.
- A highly polished and professional manner, with strong verbal and written communication skills as you will gain exposure to senior level clients at an early stage.

The post would suit a newly qualified ACA, aged 23-27, looking to embark on a challenging career in banking.

If you think you have the intellectual capability and the personal qualities necessary to meet either of these challenges, please contact Fiona Keil on 071-405 4161 or write to her enclosing a recent CV and note of current salary, at 5 Bream's Buildings, Chancery Lane, London EC4A 1DY.

HIGH PROFILE ROLE FOR AMBITIOUS ACAs

This prestigious investment bank is actively recruiting in the area of Corporate Finance both at Analyst and Associate levels. Joining established specialist teams you will assist in the provision of a wide range of corporate financial services to clients throughout the UK and Continental Europe.

Full training will be given in all areas of M & A, Financing, MBOs, Placements etc but you will be expected to assist from early on in improving procedures and introducing new ideas.

Whilst exposure to a banking audit and/or due diligence work would be an advantage, more important by far will be your ability to match our high standards of quality and dedication. In order to do this you will be a graduate (minimum 21 degree) with 1st time ACA passes from a top six UK-based firm and a maximum of 12 months p/q experience.

In addition, a confident, outgoing personality, along with a high degree of maturity and professionalism are essential and preference will be shown towards those fluent in another European language.

£25 - 32,000
PLUS BONUS

CITY
BASED

EXCELLENT
BENEFITS

A MEMBER OF THE PSD GROUP

Michael Page Group PLC Regional Manager

Leeds

c £35,000 + Car + Bonus

Michael Page Group PLC is one of Europe's most successful executive recruitment consultancies. We are at the forefront of one of the most dynamic and demanding service industries and we intend to stay there.

Michael Page Finance is the largest subsidiary within the Group and regular readers of this newspaper will be aware of the scope of our activities around the U.K.

We now seek to appoint a Regional Manager to develop further our interests in Yorkshire and the North of England.

Candidates, already having gained several years experience in financial recruitment, must also be able to demonstrate leadership qualities coupled with the maturity and stature to

build upon the strong business relationships the Group enjoys with our clients in the North of England. You probably feel restrained in your present company and are looking for a role where you are given autonomy and scope to develop. You must be able to work under pressure and be the type who thrives in a young company which truly believes in a "work hard/play hard" philosophy.

In return we offer a highly competitive remuneration package coupled with the opportunity to develop a long term career with the best name in the business.

Interested applicants should contact

Stephen Banks ACMA, Director, on 0532 450212 or write to him at Michael Page Finance, Leigh House, 28-32 St Paul's Street, Leeds LS1 2PX.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Price Waterhouse

EXECUTIVE SEARCH & SELECTION

Director of Operations

Finance, Administration & Compliance

c.£60,000 + bonus + car London

Since its establishment in the 1980s, this young, forward looking investment management company has achieved significant expansion, through both acquisition and organic growth.

The company now wishes to appoint a Director of Operations whose abilities will add value now and be able to make a long term contribution to the company's future development. As part of their small executive team, the individual will have overall responsibility for the development and management of their finance, compliance and administration departments.

- Key tasks will include:
- Contributing to the strategic development of the business
 - Monthly financial management reporting, including financial results, budgets, forecasts and plans
 - Monitoring and developing their complex suite of financial and administration systems

- Day to day management of small departmental teams of staff
- Reviewing and maintaining administration and compliance processes.

To qualify for the appointment, you will have a strong track record at a senior level within an asset/investment management organisation. Ideally you will be a qualified accountant or have a strong financial/management background, and, most importantly, have experience and knowledge of IMRO.

In personal terms you must be a team player with natural leadership qualities. Good communication skills, plus evidence of achievement at both strategic and operational level is a prerequisite.

Please write, enclosing a full CV and quoting reference J/1411 to Judith Richardson at the address below:
Executive Search & Selection, Price Waterhouse, Milton Gate, 1 Moor Lane, London EC2Y 9PB.

Finance Director

London

c£65,000 + options + car

Our client has established an enviable worldwide reputation, carving out a niche position within the business communications industry. Formed nearly 20 years ago, it has an impressive client base in both private and public sectors.

The immediate priority is to appoint a Finance Director with the necessary financial skills to enhance the existing infrastructure of financial controls and procedures across this multi-operational, "time-based" business. Strong IT skills are required, together with the experience and presence to handle a possible future flotation.

To succeed in this role, the Finance Director must assume front-line accountability, becoming closely involved in the detail of the business and providing considered financial control, analysis and evaluation of business issues, both in the UK and on an increasingly international basis.

A Chartered Accountant, aged 35 plus, with effective communication skills, you must be able to demonstrate a proven track record in a fast-moving service organisation.

Please send a full CV, quoting reference B/444/93 to Steven French.

KPMG Selection & Search

Peat House, 2 Cornwall Street, Birmingham B3 2DL.

Outstanding Career Opportunities for High Calibre Achievers

Consumer goods

to £35,000 + Car

Surrey

Aged 26-30

MWA
MARTIN WARD
ANDERSON
FINANCIAL CONSULTANTS GROUP

This one billion pounds turnover Group is renowned for manufacturing and marketing a broad portfolio of quality consumer goods, having recently launched significant sums in advanced manufacturing systems, the Company is poised to take advantage of major growth opportunities. Customer focused and entrepreneurial in style, it now requires two outstanding young accountants for the following positions:

Management Accountant - Branded Products

The key objective will be to provide a focused, creative management accounting service for Business Management. Responsibilities include:

- analysis and interpretation of business performance
- review of commercial data and opportunities
- preparation of management accounts and cash results
- new product costing
- pricing advice
- systems development.

At least two years' PQE gained within a large FMCG organisation is a minimum requirement for this role.

Aged 26-30, candidates must be graduate calibre qualified accountants with broad technical experience including: product and standard costing and a knowledge of networked PCs and mainframe systems. Personal qualities must include professional credibility, a robust but adaptable personality, together with excellent communication and interpersonal skills. At a time of great change, mental agility and the ability to develop creative solutions to business problems are vital attributes. Applicants should write, enclosing a Curriculum Vitae and details of current salary, to Tony Martin, Martin Ward Anderson, Goswell House, 43-45 Goswell Street, London, EC1A 3DF. Please quote the appropriate job reference number. Alternatively, telephone him on 0773 830881 or 081-298 7509 (evenings and weekends).

Management Accountant - Production

Based in the production function at Group HQ, this role has responsibility for coordinating the production of management information for four 'state of the art' manufacturing plants. Duties will encompass:

- budgets, forecasts and flash results
- product costing and input to new product development
- factory performance review
- capital expenditure appraisal
- systems development
- advice and support to production management

A minimum of two years' PQE gained within a large manufacturing group is required for this post.

MANAGEMENT ACCOUNTANT - INTERNATIONAL SECURITIES MARKETS

PACKAGE C. £45K

Outstanding investment performance and leading-edge technology have made Buchanan Partners a leader in applying quantitative techniques to securities markets in Europe, Asia and Latin America. Our hedged investment techniques include multifactor equity modelling, statistical trading techniques, risk arbitrage and derivative arbitrage. Due to continuing expansion in the hedge funds under management we are looking for a further accountant within our return-oriented investment team.

Candidates must be qualified accountants with a strong academic record and have at least two years experience within an investment management or securities trading environment. They should have excellent technical skills together with the ability to implement systems solutions in a PC based environment. A broad knowledge of financial instruments including derivatives would be an advantage.

Compensation will not be an issue for highly motivated candidates. The attractive remuneration package will include participation in the firm's profits.

Please send your cv to:

Nicholas Moran
Finance Director
Buchanan Partners Limited
Buchanan House
3 St. James's Square
London SW1Y 4JU

BPL

Member of SFA

Fax: (71) 973-8072

Accounting Manager

Leading Worldwide Financial Institution

to £65,000 Package

City

Our client is one of the world's largest and most successful US worldwide securities houses. An opportunity has arisen within the European Finance Group for a high calibre professional to head up one of the financial accounting groups.

Reporting to the Controller - Europe, with the assistance of a dedicated team of 15, your responsibilities will include:

- Accounting and control of the substantial European expense base including accounts payable, cash, fixed assets and expense allocation functions.
- Liaison with the US head office and other European offices on all expense reporting and control issues.
- Active involvement in and initiation of enhancements to financial controls and systems.
- Preparation of stationary, ad-hoc and ad hoc projects and reporting.

Candidates will ideally be aged between 30-35, be a graduate ACA with no less than 5 years PQE, preferably within a financial services group. You will possess a strong financial accounting background, and be highly computer literate. The nature of the position demands a mature, performance orientated and flexible individual who is able to competently work with senior Finance and Business Management and to exact the best from those working in the team.

This represents an outstanding opportunity to join a highly prestigious organisation with excellent potential for career progression, based on individual merit.

If you believe you have the pre-requisite skills and drive, then please write, enclosing your CV to the advising consultant Jonathan Kiddle, at Harvey Nash PLC, Dragon Court, 27-29 Macdon Street, London WC2H 5LX. Telephone 071 333 0633. Please quote Ref: HNF105.

HARVEY NASH PLC

Treasury Manager

West London c.£40,000+ Car+Benefits

Our client is a major force in the entertainment and information businesses. The ongoing process of cultural change which currently pervades the organisation has led to a reallocation of responsibilities. As a result, an exceptional opportunity has arisen for a banking and treasury specialist.

Reporting to the Group Treasurer, this individual will develop a control framework which promotes greater commercial discipline, increased efficiency and cost minimisation. Initial priorities will be to improve cash flow management, optimise banking procedures and introduce more cost effective systems for handling payments and receipts. The ability to provide a proactive, responsive service to accounting departments and business managers will be a critical success factor. Additional responsibilities include deputising for the Group Treasurer and ad hoc project work.

Educated to degree level and holding, or committed to, an AGT qualification, candidates should have 3-4 years' relevant treasury experience which includes management of large, diverse cash flows, exposure to electronic banking systems, familiarity with EFT/EDI developments and in-depth knowledge of UK banking/money markets. An additional banking, accounting or MBA qualification is highly desirable. Essential personal qualities include initiative, adaptability and first class communication skills. This position represents a step on the career ladder, rather than a 'job for life', and will suit an ambitious professional with a track record indicating drive, energy and desire to progress.

Please write, in confidence, enclosing full career and salary details, to Tim Knight, quoting reference TCK1111.

KPMG Selection & Search
1-2 Dorset Rise, Blackfriars, London EC4Y 8AE

FINANCIAL CONTROL AT THE NERVE CENTRE OF THE BUSINESS

Package to £45K p.a. Bristol

Launched only 10 months ago, National Westminster Life Assurance has already climbed into the top 20 list of UK life companies. In the first six months we achieved £58 million in new business income from a standing start - a phenomenal performance universally acknowledged by our industry competitors.

Management Services Division (MSD) is the nerve centre of the entire business, being responsible for the development, implementation and support of leading-edge IT systems. As such it drives the company as well as Facilities Management, Business Analysis and other key strategic functions.

The appointment of a Financial Controller to MSD is a priority now that the company is successfully up and running and building for long-term growth.

An open brief, to investigate, recommend and implement effective financial controls and management, will be given to the qualified accountant we're seeking for this predominantly project-driven environment.

National Westminster Life Assurance
We're here to make life easier

Your mission will demand the stature to gain immediate respect of senior managers, the sensitivity to impose changes without damaging relationships, and the tenacity to win acceptance for new courses of action. You will be working within the overall framework of corporate objectives and there will also be an involvement in Corporate Financial Management strategies such as Activity-Based Costing.

Such a challenge calls for at least five years' post-qualification experience, with at least two years in a Financial Control role in a large, commercially-focused organisation. This could have been in any sector of industry including manufacturing. It will be your knowledge of sophisticated techniques, your qualities as a team player and your track record as an achiever which matter above all.

A leading management guru recently concluded that NacWest Life "... has sought to ensure that it is fated to succeed". If your talents match the task, you can anticipate a stimulating challenge and a thoroughly rewarding future in the company.

The package includes performance-related bonus, profit share, mortgage subsidy, non-contributory pension and relocation assistance where appropriate.

Please write with a full cv to: our retained consultants, WTH Executive Resourcing, Wheale Thomas Hodgins plc, 13 Berkeley Square, Clifton, Bristol BS8 1HG, for the attention of Tony Hodgins ACA, quoting ref. 1243/FT.

NacWest Life is an equal opportunities employer

Outstanding ACA with Commercial Directorship potential

GROUP FINANCIAL MANAGEMENT

Surrey

to c.£33,000 + Car

The Berkeley Group plc is arguably the most successful UK house builder of the 1990's and last year saw sales increase by over 40% to £182m and profits by 25% to £15.8m. They are set to continue expanding and to achieve their strategy of being the most profitable group in their sector.

Initially based at the head office in order to familiarise yourself with the Group and its businesses, it is intended that after a short period (6 months+) you will move to an operating division becoming a Commercial/Finance Director. The initial role will report to, and assist, the Group Controller in ensuring the effective financial management, control and

planning of the Group.

Candidates will be ACA's who possess strong leadership and interpersonal skills, and aged 27-32. You will also need to have an enquiring mind and possess the determination to progress. Interested individuals should write enclosing a full CV to:

David Rush, Director,
Management Selection Consultants Ltd,
11-12 Hanover Square,
London W1R 9HD.
Tel: 071-495 7711.
Any direct applications will be forwarded to our consultants.

Management Selection Consultants

APPOINTMENTS ADVERTISING

appears in the UK edition

every Wednesday & Thursday and in the International edition every Friday.

For further information please call:

Gareth Jones

on

071 873 3199

Rachel Hicks

on

071 873 4798

Andrew Skarzynski

on

071 873 3607

INTERNATIONAL ACCOUNTANT

Based Northern Home Counties

For more than 70 years, our client has been one of the major forces in the construction and civil engineering industry, achieving an enviable reputation by providing high-quality solutions to international projects.

In this high-profile management role, which involves regular overseas travel, you will have overall financial control of the company's international division. Your wide-ranging responsibilities will include the financial control of contracts; managing funds and currency exposure; and advising on project finance.

A qualified accountant, probably in your early 30s to 50s, you will have experience of overseas operations in a

construction-related industry, and strong knowledge in the areas of financial management, ECOD, project finance, and currency and tax management. Excellent interpersonal and communication skills are important, and you will need to be highly mobile.

In return, our client is offering an attractive salary and benefits package together with the scope to develop an outstanding career with a major company.

To apply, please send your cv, quoting reference H7047, which will be forwarded to our client unopened. Address to the Security Manager if listing companies to which it should not be sent. PA Consulting Group, Advertising and Communications, 123 Buckingham Palace Road, London SW1W 9SR.

PA Consulting Group
Creating Business Advantage

Executive Recruitment - Human Resources Consultancy - Advertising and Communications

FINANZ DIREKTOR

Mitli Nationale Firma in England sucht einen qualifizierten Britischen Finanz Direktor fuer den norddeutschen Raum. Alter 30-40, mit Universitätsgrad und moeglichst Diplom Betriebswirt. Gute Verdienstmoglichkeiten. Phone +44 (0) 492 546-835.

FINANCE DIRECTOR PHILIP WILSON PUBLISHERS LIMITED

C London c. £35,000 A Finance Director is required for this independent publishing house and owner of the Zirconium bookshop chain which has a turnover in excess of £5m. Working as part of a small management team you will be aged around 30 with proven commercial experience, computer literate and a hands-on approach. Controlling a small accounts team you will be responsible for the development and implementation of tight financial disciplines as well as the usual management accounts, cash flow, budgets and statutory reporting. Please write with full CV, including salary history and daytime telephone number, to Box B1961, Financial Times, One Southwark Bridge, London SE1 9EL.

CJA RECRUITMENT CONSULTANTS GROUP
2 London Wall Buildings, London Wall, London EC2M 5PP
Tel: 071-588 3588 or 071-588 3576
Fax No. 071-256 8501

Good career prospects exist within this expanding company to move within the group

CJA
CITY

BUSINESS MANAGER

£27,000-£30,000 + BENEFITS

INTERNATIONAL DEBT RATING SUBSIDIARY OF MAJOR U.S. GROUP

The U.K. business unit of this well-known company has grown rapidly in recent years. The successful applicant will work closely with the Operations Director and will continue to develop and implement new systems for financial and administrative control to generate the management information for performing analytical reviews of the operations, monitoring budget variances, etc. There will also be ad hoc commercial projects for London and New York. Applicants (aged 24-32) should be degree calibre and must have formal accounting experience and, as hands on experience is of greater importance, need not be qualified accountants. Systems and EDP experience and experience in the financial sector will be an asset. This is front line position with contact with management throughout the group. Initial remuneration negotiable 27,000-£30,000 + excellent benefits. Applications in strict confidence under reference BM4920/FT to the Managing Director, CJA.



FINANCE MANAGER - CHALLENGING ROLE IN A FAST MOVING ENVIRONMENT

HERTS

C.£35,000 + CAR + BENEFITS

SmithKline Beecham is one of the world's leading healthcare companies with worldwide sales of over £5 billion. Divided into four business sectors, Pharmaceuticals, Animal Health, Consumer Brands and Clinical Laboratories, each ranks among the world's leaders in their respective industries.

The company continues to remain at the forefront in terms of its pharmaceutical Research and Development and an exceptional opening now exists for a high calibre individual to join the newly established R&D financial team.

Responsibilities are high profile and will encompass:

- providing a financial reporting, budgeting, planning and control service
- defining, implementing and maintaining standard transnational procedures, processes and accounting systems
- ensuring R&D expenditures are positioned to maximise tax savings
- exposure to treasury issues and involvement with specific project work

The successful candidate will be a graduate qualified accountant, with up to five years post qualification experience, preferably gained in a multi-national business environment. Strong financial and management accounting skills coupled with a sharp analytical mind are demanded.

Personal qualities will include a hands-on approach, a high level of motivation, and the ability to communicate at all levels and across all disciplines. You will also be a strong team player with a demonstrable record of achievement to date.

This is an outstanding opportunity for an ambitious and talented individual to join a highly successful organisation, offering a comprehensive benefits package, including relocation assistance, and excellent career opportunities.

Candidates whose background and ability match this opportunity should write, enclosing a detailed CV, to Simon Moser at Robert Walters Associates, 25 Bedford Street, London, WC2E 9HP. Fax 071 915 8714.

ROBERT WALTERS ASSOCIATES

TELEWEST COMMUNICATIONS GROUP LTD BUSINESS ANALYST

Woking, Surrey Package to £30,000 + Car

Our client, Telewest Communications Group Limited was created in April 1992 to provide management and support services for the U.K. Cable interests held by the joint venture between Telecommunications Inc. (T.C.I.) and U.S. West, two leading U.S. multi billion dollar turnover corporations.

As the U.K. leader in the competitive cable television and telephony market places, Telewest is poised for further rapid growth and needs to supplement its finance team with a commercially aware analyst. You will play a key part in the development of the telephony side of the business and will be responsible for providing competitor analysis and internal costings for the Marketing and Telephony operating departments.

The telephony market is complex and we are therefore seeking an exceptionally bright individual with a strong financial analysis background preferably gained within the industry. First class communication and interpretation skills are obviously a pre-requisite, as is an impressive educational background probably encompassing a recognised accounting qualification.

The position represents an outstanding opportunity within this young, growth industry and will require a committed professional with energy and drive.

For further information please contact Karen Heathfield on 0444 416636 or alternatively post or fax your CV to her.

PLEASE NOTE THAT ALL APPLICATIONS WILL BE FORWARDED TO HEATHFIELD HARGREAVES LTD.

HEATHFIELD HARGREAVES LTD

Chaucer House, 6 Bolbro Road, Haywards Heath, West Sussex RH16 1BB
Tel: 0444 416636 Fax: 0444 416602

TAX RELIEF FOR INTEREST AND FINANCING COSTS

A seminar presented by

FINANCIAL TIMES
LONDON PARIS FRANKFURT NEW YORK TOKYO

in association with

ROBERT WALTERS ASSOCIATES

The Connaught Rooms, London WC2

18th November, 1993

Recent changes in both tax legislation and case law mean that obtaining effective Tax Relief for Interest and Financing Costs has become increasingly difficult. In association with the Financial Times, Robert Walters Associates is sponsoring a seminar aimed at discussing the most relevant issues, surrounding this highly complex area of finance.

The three experienced speakers below will address aspects of the topics including:

- UK issues relevant to Debt Financing Instruments and Preference Share financing.
- Changes introduced by the Finance Act 1992 and 1993.
- Structuring payments gross with relation to quoted Eurobonds, short interest, zero coupons and Treaty payments.
- International Aspects of tax-efficient cross-border financing,
- managing group cash tax efficiently and recent developments in Germany and the USA regarding the deductibility of interest.
- Tax relief for interest under UK Legislation and the commercial aspects of funding subsidiary operations
- Capitalisation of interest and the increasing importance of accounting treatment in relation to tax relief.



LINKLATERS & PAINES

British Gas

Price Waterhouse

Admission is by invitation only. To book a place or to receive a transcript of the event contact Julie Peacock at Robert Walters Associates, 25 Bedford Street, London WC2E 9HP. Tel 071-379 3333 Fax 071-915 8714

FINANCIAL DIRECTOR

Snowdonia

Salary circa £35k+

Our client is a dynamic and expanding manufacturer of specialist confectionery. Rapid growth is being generated by products which have a technological lead and marketing edge. This growth has created an opportunity for a qualified accountant who should have experience of providing accurate information and exercising financial control within a fast moving manufacturing environment.

Modern management is a hallmark of our client's business success and it is essential that you are able to demonstrate leadership and ability to work as a member of an executive team. Your interpersonal, motivational and negotiation skills should be of the highest order.

You will be responsible for the effective, efficient and accurate management of the company's accounts, banking and funding information. To assist you, a small, dedicated and skilled team is in place.

The business is privately owned and supported by a leading venture capitalist. It is based in the Snowdonia National Park and will particularly appeal to someone wishing to combine a challenging and demanding career with the attractions of a rural lifestyle.

Please write in the first instance, quoting reference 5568/BIL, with full personal, career and salary details, to the company's advisers.



Walton Churchill PLC, Britannia House,
32 High Street, Northwich, Cheshire CW9 5BL
Fax: No 0606 40269.

EXECUTIVE SELECTION CONSULTANTS

London, SW1

Highly competitive salary

Whitney Selection is the recently formed subsidiary of a leading international search company. It shares its parent company's excellent reputation for market awareness and professionalism. In order to capitalise on the company's early success, it now plans to recruit at least two additional consultants to join its small, hard-working team.

Candidates will be graduates or MBAs, ideally aged 28-45, with at least three years' experience of working in a leading executive recruitment consultancy specialising in banking, financial services, commerce or industry. A proven capacity to build a high-quality and loyal client base is essential. Good performance will be generously rewarded.

Working closely with the Managing Director, candidates must demonstrate high levels of stamina, initiative and integrity, in addition to a genuine commitment to the company's growth.

Interested candidates should send a full curriculum vitae, including details of salary, to Carol Jardine, Managing Director, Whitney Selection, 17 Buckingham Gate, London SW1E 6LB, quoting reference WGEL/FT.

WHITNEY SELECTION

FT/LES ECHOS

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone:

Clare Peasnell
on 071 873 4027

Finance and Records Officer

£24,663 - £27,223 inc

3 Year Fixed Term Contract

The Corporation of London is the local authority for the Square Mile, although it has many interests outside the City boundaries and beyond the usual scope of local government. Its administrative base is Guildhall in the heart of the City and this is where its offices are to be found. The City Surveyor is responsible for managing the Corporation's commercial investment property holdings and for providing professional valuation and surveying services to other departments. Following a re-organisation of the department, a new post has been created to provide specialist financial advice as part of the Departmental Management Team. It is envisaged that the postholder will provide strategic advice to improve the performance of the various property portfolios, by keeping abreast of innovative market developments and taking an overview of the financial position. The postholder will also have overall responsibility for the work of the Accounts and Records Sections and will report to the Deputy City Surveyor.

We are therefore looking for a chartered accountant, possibly with public sector and preferably property experience. Since two Section Heads will report directly to the postholder, experience of staff management is necessary. This post is politically restricted under the Local Government (Political Restriction of Posts) Regulations 1990. The starting date for this post is 1st March 1994. Application forms and further information are available from: The Personnel Officer, City Surveyor's Department, Corporation of London, Guildhall, London, EC2P 3JF. Telephone: 071 332 1900 - 21 hour answering service. Closing date: 26th November 1993.

SERVING THE SQUARE MILE



Finance Audit Manager

Gloucester

c£30,000 plus car

C&G is one of the UK's top six building societies with total assets of over £16 billion. Expansion and diversification of the Treasury operation, including increasing involvement in foreign currency transactions, has led to the need to further strengthen our well established and highly professional Audit team.

Reporting direct to the Head of Internal Audit, you will enjoy a high degree of autonomy with particular responsibility for maintaining rigorous control monitoring procedures in the Society's Finance and Retail Investment Divisions (in two locations Gloucester and Fareham).

A qualified Accountant, you will need to have at least five years' auditing experience (including specific experience of the audit of sophisticated Treasury functions) and have a good knowledge of international money and capital markets and related dealing/settlement systems. A forceful communicator, you will have a high degree of judgement and integrity together with a practical and helpful approach in your dealings with others.

In return for your commitment and professionalism, we are able to offer a high profile role in a dynamic, fast growing organisation. The benefits package is in keeping with the seniority of the position within the Society.

To apply, please write with full curriculum vitae to Karen Martin, Personnel Manager, Cheltenham & Gloucester Building Society, Chief Office, Barnett Way, Barnwood, Gloucester GL4 7RL.

C&G Cheltenham & Gloucester Building Society

SENIOR FINANCIAL ANALYST

To £28,000 + Car + Benefits

Crawley W. Sussex

Owners Abroad is one of the UK's leading tour operators with a turnover in excess of £650m and a portfolio of well known brands that include Enterprise, Sovereign and Sunmed. It now seeks to recruit a young qualified Accountant to join their team of Financial Analysts.

Operating in a highly competitive market, the continued success of the Group depends on the financial support and appraisal of its marketing function.

Key responsibilities will include pricing, margin appraisal, strategy evaluation and sensitivity analysis.

To be considered for this challenging position you will be a young qualified Accountant with at least 18 months post qualification experience ideally gained within a fast moving commercial environment.

If you feel that you have the business flair and believe you can make an impact on the business please contact Viv Blake on 071-387 5400 or write to him at Financial Selection Services, Drayton House, Gordon Street, London WC1H 0AN. Alternatively fax your CV on 071-388 0857 (Quoting Ref: 24).

Owners Abroad
TOUR OPERATIONS LIMITED

ROTCH PROPERTY GROUP

CORPORATE TAX MANAGER

WEST END

SALARY NEGOTIABLE

This expanding property investment Group is seeking a Corporate Taxation Specialist with experience in Property Tax Planning, International Structuring, Property VAT and general Tax Compliance matters.

We are seeking an energetic, commercially minded person to control all taxation aspects of the group. Responsibilities will include the provision of quick, practical judgement on the tax related issues of potential deals; tax planning for multinational groups; contributing to a small dynamic management team in respect of tax driven deals; arranging and negotiating capital allowance claims; and preparing or overseeing day to day Corporation Tax, VAT and PAYE compliance work.

The successful applicant for this position will probably have gained experience with one of the large accountancy firms, had extensive involvement with the property sector, practical experience of tax planning issues and be used to dealing with the Inland Revenue. A working knowledge of VAT and other property related taxes is essential.

Interested applicants should write to: Michael Ingham, Financial Director, Rotch Property Group Limited, 7th Floor Leconfield House, Curzon Street, London W1Y 7FB, enclosing a full Curriculum Vitae which will be handled in the strictest of confidence.

HOTEL ACCOUNTANT

We require an experienced hotel accountant to implement and control all areas of the fully computerised financial systems at the soon-to-be opened 90 bedroom 4 star Radisson Hotel and Country Club. The facilities include a swimming pool and leisure club, an 18 hole golf course and conference facilities for up to 350.

Applicants must have experience of preparation of accounts and management information, food and beverage controls, and be used to supervising staff.

If you are ready for a positive career move phone Brian Stowell on 0624 661111, or write with full CV to:

Brian Stowell
Mount Murray Country Club
Santon, Isle of Man